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**Palestinian Environmental
Improvement Program (PEIP)**

Award No. 294-A-00-01-00116-00

Final Report



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The photo on the front cover shows the hard work undertaken by CHF's PEIP employment generation hires in their efforts to act as a catalyst for solid waste management change and environmental cleanup in their home town of Gaza City. The photo records the cleaning of vacant lot number NR234 in the North Remal neighborhood.

1. Executive Summary

1.1 Introduction



A section of the PEIP program labor force at program's start.

This document constitutes the final report submitted by CHF to USAID for the Palestinian Environmental Improvement Program (PEIP).¹ The report details achievements and impacts made over the 24-month duration of the program as measured against the targets and impact indicators outlined in sections B.4 and B.5 of attachment B ("Program Description") of the cooperative agreement.

On June 11, 2001, USAID awarded funds to CHF to implement the Palestinian Environmental Improvement Program (PEIP) in support of USAID's Emergency Employment Generation Program. Total funding for the program was estimated at

\$4,564,955 of which USAID was to provide \$3,280,591. CHF and the Gaza Municipality were to make contributions to the program of \$1,284,364. The program was implemented and managed by CHF in partnership with the Gaza Municipality.

The principal goal of the program was to create both immediate short-term employment and long-term sustainable employment in Gaza City. As such, the program consisted of the labor-intensive cleaning of open areas in Gaza City where dirt, litter and debris had accumulated. Therefore, not only was the PEIP program designed to create employment, but it was also designed to contribute to improvements in the quality of life for up to 380,000 Palestinians living in Gaza City. Trained public awareness teams worked directly with the public, both individuals and businesses, to ensure that once an area had been cleaned, the public would work to maintain its cleanliness. Finally, in addition to employment generated and quality-of-life improvements, at least 190 unemployed persons were to be vocationally trained over the life of the program and thus better qualified to enter the permanent job market at the end of the program.

The Gaza Municipality was responsible for the transportation to the municipal dump site(s) of waste collected from public areas and concentrated at curbside. When open areas were cleaned by CHF program personnel, waste was collected and deposited at strategic points throughout the city. The municipality then transported the collected solid waste to the environmentally safe landfill. This unique partnership allowed for a significant local contribution to the program.

On July 19, 2002, USAID awarded funds to CHF for implementation of a second program modeled after PEIP, funded under USAID's JOBS Program. This was the Palestinian Environmental Improvement/Vocational Training Program (PEIP/VTP)² which was to create both immediate short-term employment and long-term sustainable employment and improve the environment in the Northern Gaza Strip municipalities, Nablus, Ramallah and Al Bireh. Total funding for the replicated program was estimated at \$6,891,339 of which USAID was to provide \$5,366,991.

On June 10, 2003, the PEIP program came to completion, as specified in the cooperative agreement, and all program activities have since ceased.

¹ Cooperative Agreement No. 294-A-00-01-00116-00.

² Award No. 294-A-00-02-00218-00.

1.2 Problems Addressed

1.2.1 Increased Unemployment and Poverty

At the outset of the PEIP Program in June 2001, the Israeli/Palestinian conflict had already had a severe impact on both the economic vitality and quality-of-life of the Palestinian people, resulting in significant increases in unemployment. With the onset of debilitating internal and external closures imposed on the West Bank and Gaza, many Palestinian workers lost their sources of income due to loss of employment opportunities and access to markets.

In September 2001, UNSCO reported that in absolute terms, by the end of the third quarter of 2001 the estimated number of unemployed reached a total of 172,000 persons.³ Thus, more than one year into the crisis, the core unemployment rate in the West Bank and Gaza had more than doubled from about 11 percent to more than 25 percent.

This crisis deepened over the 24-month period of the PEIP program, witnessing a further steep decline in all Palestinian economic indicators. By the end of 2002, the World Bank reported that unemployment stood at 37 percent of the workforce, after peaking at 45 percent in the third quarter of 2002.⁴ With a 13 percent growth in the population of the West Bank and Gaza over the previous three years, real per capita incomes stood at 46 percent lower than in 1999, and poverty – defined as those living for less than \$2.1 dollar per day – afflicted approximately 60 percent of the population. By region, the unemployment rate remained substantially higher in Gaza relative to the West Bank throughout the crisis period.

1.2.2 Solid Waste Accumulation and Public Health Hazards

In addition to the problems of unemployment and economic slowdown resulting from the current crisis, at the time of the start-up of the PEIP program, Gaza City was experiencing some of the exacerbated forms of urban ills that afflict many large cities. One of the most pressing of these for Gaza City was that of solid waste accumulation. Although Gaza City is one of the very few cities in the West Bank and Gaza with an environmentally certified landfill, most of the public land, lots and beachfronts were filled with mountaneous and often dangerous solid waste. These open waste sites posed a significant public health hazard as breeding grounds for disease carrying rodents, vectors, flies and other vermin. In addition, the lack of adequate playgrounds and recreational facilities for children often made these same public lands, lots and beachfronts the *de facto* recreational areas for children. The presence of both disease vectors and sharp and dangerous solid waste represented a serious threat to the children of Gaza City.

Although solid waste collections systems had been put in place for individual households and businesses, Gaza City did not at the time of the PEIP program start-up possess a system or the means to address the issue of the removal of solid waste from the many open areas, some of which was estimated to have accumulated over the course of a 50 year period. Because the Gaza Municipality did not possess an accurate survey or inventory of the many vacant lots used by local residents as improvised dumping sites, it was unable to address the problem through waste removal, public awareness and stewardship activities or legal enforcement.

³ UNSCO, *The Impact on the Palestinian Economy of Confrontation, Border Closures and Mobility Restrictions: 1 October 2000 - 30 September 2001* (Jerusalem: 2001); http://www.relieftweb.in/whic-op/docs/UN/UNNSCO/impact_closures.pdf.
⁴ World Bank, *Twenty-Seven Months – Infringe, Closures and Palestinian Economic Crisis: An Assessment* (Jerusalem: May 2003); [http://web18.worldbank.org/mna/mena.nsf/Attachments/27+Months+of+Infringe+Closures/\\$File/27+months+infringe+Closures...An+Assessment.pdf](http://web18.worldbank.org/mna/mena.nsf/Attachments/27+Months+of+Infringe+Closures/$File/27+months+infringe+Closures...An+Assessment.pdf).

1.3 Program End Achievements

Over the 24-month program period, the PEIP program made a number of impressive achievements.

1.3.1 Employment Generation

- The PEIP program created 183,017 person days of direct employment: 11,467 more days of employment than – or 107% of – its agreed upon target (171,550).
- The PEIP program generated exactly \$1,904,205.00 in income for Palestinian laborers.
- 20,132 person days of 'spin-off' or incidental employment were created: 1,262 more days of employment –or 107%- of its agreed upon target (18,870 days).
- On average, the PEIP program generated 262 person months of employment per calendar month, meaning that on average 262 laborers were employed each month for the 24-month period. This is 27 person months more than – or 111% of – the 235 person months per calendar month originally proposed.
- The PEIP program enabled a \$10,000 project budget to fund 813 workdays, whereas a traditional emergency employment program (where the materials/salary ratio usually breaks down as 60%/40%)⁵ would fund 285 workdays. For PEIP, the materials/salary ratio breakdown is 15%/85%, with \$347,655 spent on materials and \$1,904,205 on employment generation wages.
- By directly hiring laborers, PEIP produced true employment generation statistics and employment income figures, not contractor's estimates.

1.3.2 Permanent Job Creation and New Employment

- Of the 190 PEIP employment generation hires who worked for 23 months and benefited from vocational training, 101 are known to have obtained a new job after having worked in the PEIP program. This constitutes 53% of the PEIP employment generation hire workforce. This high end-of-program employment figure was due in large part to the robustness of the PEIP program's partnership with the Gaza Municipality.
- In addition, 51 employment generation hires left the program during implementation because they found new employment elsewhere or had opened private businesses.

1.3.3 Environmental Improvements

- PEIP removed exactly 110,888 tons of solid waste from vacant lots, clearing approximately 1.6 square kilometers of land, or 2,564,315 square meters.
- 1,830 open vacant lots and 271 fenced vacant lots were cleaned (2,101 in total).
- Over the 24-month program period, the re-dirtying rate of vacant lots cleaned by PEIP was a mere 11.88%. The 13,176 tons of newly accumulated waste found in the re-dirtying survey, approximately equal to one month's production of household waste for the entire Gaza City population of more than 380,000 citizens, was re-collected.
- 148 vacant lots were fenced by the community after cleaning.
- 17 vacant lots were converted to playgrounds and sports fields by the community.

⁵ USAID West Bank and Gaza, *Spotlights: Reviving Stone Terraces in Rural Nabulus*, (December 2002): http://www.usaid.gov/wbg/spotlight_6.htm.

- 117 vacant lots cleaned by the PEIP program in Gaza City had not been cleaned for at least 20 years. Residents living near these unofficial dumping sites complained of unpleasant odors, snakes, scorpions, rats and the proliferation of flies and mosquitoes.
- 30 neighborhood-level cleaning campaigns were held in Gaza City in cooperation with NGOs, schools, local institutions and neighborhood committees. More than 3,830 citizens participated in these campaigns.

1.3.4 Public Awareness and Environmental Stewardship

- 64,145 citizens of Gaza City participated in PEIP public awareness activities.
- PEIP's community outreach team organized 12,234 public awareness sessions for approximately 44,693 citizens, educating citizens on solid waste management issues, environmental improvements, and the roles and responsibilities of the public in maintaining clean vacant lots and open areas.
- PEIP initiated the formation of 17 permanent neighborhood committees on environmental cleanup implementation to propose target areas, undertake technical and environmental reviews in conjunction with PEIP engineers, develop with CHF and the Gaza Municipality a waste removal action plan, provide feedback on project implementation, and develop a sustainable site maintenance plan for the affected families, businesses and neighborhoods. These committees are still in existence and are highly active.
- PEIP's community outreach team worked with 114 community, governmental, and non-governmental organizations, utilizing CHF's successful community participation methodology.
- CHF received 301 letters of appreciation from Gaza citizens concerning the achievements of the PEIP program.
- Over the 24-month duration of the program, 3,830 local community members participated in PEIP clean-up activities and 34,229 hours were devoted to working in PEIP public awareness activities.

1.3.5 Municipal Capacity Building and Partnership

- The PEIP cooperative agreement specified that the Gaza Municipality would contribute a match of \$819,265.00 to the USAID award of \$3,281 million. Despite the ongoing conflict, the total Gaza Municipality contribution to the PEIP program equaled \$1,103,582.75. This amounts to 135% of the agreed upon match.
- Together with municipal leaders and formal and informal citizen groups, PEIP developed clear procedures on how to develop a cleaning plan, including: ongoing surveying, data collection, technical and environmental reviews; feedback gained from specially formed neighborhood committees on environmental cleanup implementation; the establishment of collaborative efforts between citizens and local governing bodies; the development of sustainable Site Maintenance Plans and waste removal action plans per neighborhood.
- PEIP's public awareness and surveying teams worked closely with the Gaza Municipality to develop and implement a re-dirtying survey and a follow-up cleaning plan in anticipation of the PEIP program end. The re-dirtying survey and follow-up plan were handed over to the Gaza Municipality. Since cessation of PEIP cleaning activities in May 2001, the Gaza Municipality has monitored vacant lots in need of re-cleaning and has re-cleaned on average 7 vacant lots per month.
- 50 former PEIP program employees have been permanently hired by the Gaza Municipality and an additional 32 have been temporarily hired for a minimum period of three months.

1.3.6 Vocational Training

- PEIP provided 62,634 hours of vocational training to PEIP employees hired under the program, 1,279 more than its target of 61,355 training hours.
- 81 vocational training courses were offered in 48 separate subjects, many at numerous levels and with differing emphases.
- The PEIP program provided vocational training courses that responded to the particular skill sets, skill needs and future job choices of each employment generation hire.

1.3.7 Gender and the Role of Women

- For the first time, 9 women worked as public sweepers, stationed in the Municipal Children's Park and the American Friendship Park, cleaning trash for 6.5 hours a day, 6 days per week.
- PEIP's public awareness team was formed entirely of 14 female employment generation hires who coordinated with neighborhood committees and municipal surveyors on neighborhood waste removal action plans and vacant lot surveys, carried out home, business and institutional visits, and participated in the design and implementation of environmental summer camps for children.
- Of the 183,017 person days of employment created over the two-year program period, 15,422 person days were generated by females (8.4%).
- Of the 190 persons trained according to assessed individual training needs, 17 were females (9%). These female employment generation hires received 13% of the training offered (8,173 hours).
- 14 of the 50 (28%) former PEIP employees permanently hired by the Gaza Municipality were female.

1.3.8 Media Coverage

- USAID has been prominently acknowledged in extensive mass media coverage of the PEIP program over the past two years: 29 newspaper articles appeared, 6 Palestinian television reports, and 4 Palestinian radio reports.

1.4 Lessons Learned

Many lessons were learned over the course of PEIP program implementation.

- Because the PEIP program was designed and prepared in consultation with the Gaza Municipality, CHF's responsiveness to municipal priorities was guaranteed. This close partnership meant that the municipality assigned the program high priority within its budget. Municipal partnering should be replicated in future programs.
- The most important factor in sustainable job creation was that the mutual obligations and responsibilities of CHF and the Gaza Municipality were clearly defined during program selection and preparation and were specified in a memorandum of understanding signed at program start. The memorandum stipulated that 55 new permanent municipal jobs would be created by project end. Ongoing collaboration and teamwork between CHF and the Gaza Municipality in program planning and implementation yielded positive, visible results and thus secured the commitment of the municipality to the program and its continuation after program end.
- The PEIP program was able to produce a very high labor content with a materials/salary ratio of 15%/85% because CHF had carefully identified solid waste management as a sector in which the labor content is known to be high. Because of this high labor content, the PEIP

program has had a more significant impact on alleviating unemployment than traditional emergency employment programs where the labor content usually is 40%.

- The use of domestic (sometimes termed "import-substitute") materials was optimized and with the exception of two cars, one laptop computer, and one digital camera, no materials or supplies were purchased outside of Gaza City. This meant not only that the program had a positive multiplier effect on the Gazan economy, but also that no problems, delays or price raises related to the supply or import of project materials were encountered.
- Developed together with the Palestinian General Federation of Trade Unions, PEIP enforced transparent selection rules and criteria concerning the direct recruitment of employment generation workers throughout program implementation. The application of strict socio-economic selection criteria and the direct hiring of employment generation workers meant that it was those most in need who were considered for work. In this way, CHF and the Gaza Municipality were able to avoid the problems of favoritism and inflated worker attendance sheets so often encountered in job-creation programs. CHF and the Gaza Municipality also gained a reputation for transparency and for creating a program which clearly benefited the poorest in society.
- In order to increase the number of women workers involved in the PEIP program, CHF guaranteed that all women employed in the program would be supervised by a woman. It was in this way that families allowed women to work in an environmental clean up program which exposed them to male workers and the public. The female public awareness staff members had a separate office space and the female public sweepers worked in areas that were protected from random passers-by.
- Because it is more likely that vacant lots that are not fenced in following cleaning will be re-dirtied over the long-term, future programs should invest in the fencing of vacant lots in an effort to prolong cleanliness over the long-term.
- Because the PEIP program was designed to employ full-time and vocationally train 190 PEIP employment generation hires for a period of 23 months, there was ample opportunity to carefully assess individual training needs and to adequately train workers accordingly. Because PEIP workers spent 8.3% of their working hours in training sessions, they benefited from intensive and extended vocational training courses, many of which were offered at beginning through advanced levels. Together, these PEIP program elements – extensive individualized training needs assessment, ample time devoted to rigorous training and the creation of a 23-month employment and qualifications record – contributed significantly to increasing the formerly unemployed individual's chances of obtaining employment upon program end.

2. Program End Status

2.1 Impact Indicators

As outlined in the proposal and cooperative agreement, CHF identified strategic objectives, intermediate results and preliminary impact indicators for each of the principal areas of PEIP program activity. These evaluative benchmarks were monitored and improved upon throughout program implementation. The following table presents the intermediate results and impact indicators in relation to end of program outputs.

1. Strategic Objective – Employment Generation

Objective: Decrease unemployment and mitigate the effects of border closure and the resulting decline in trade and labor flows and their impact on overall economic activity

Intermediate Results	Preliminary Impact Indicators	End of Program Outputs
Generate 171,550 person days (5,640 person months) of direct employment	190 full-time jobs (138,700 person days / 4,560 person months of employment) created over the two-year program period 110 part-time jobs (32,850 person days / 1,080 person months of employment) created over the two-year program period	In total, 183,017 person days (6,017 person months) of direct employment created over the two-year program period, including: 190 full-time jobs (138,700 person days / 4,560 person months of employment) created over the two-year program period 387 part-time jobs (44,317 person days / 1,457 person months of employment) created over the two-year program period Of the total 183,017 person days, 15,422 person days (507 person months) were generated by females (8.4%).
Generate 11% of total person months of "spin-off" or incidental employment	632 person months (18,870 person days) of "spin-off" or incidental employment created over the two-year program period	662 person months (20,132 person days) of "spin-off" or incidental employment created over the two-year program period
Create 55 new permanent municipal jobs by project end	Enhanced municipal workforce with at least 85 jobs maintained or created as a result of the project	82 municipal jobs maintained or created as a result of the project:
Retain 30-50 existing municipal jobs in the Gaza municipality		50 former PEIP employees permanently hired by the Gaza Municipality 32 former PEIP employees temporarily hired by the Gaza Municipality for a minimum period of three months
Reduce poverty and social exclusion for the 1,950 family members of the persons employed under the program	Over 300 persons and their family members with significantly reduced poverty and social exclusion in Gaza City and its environs	577 persons and their family members directly benefited from employment generation income ⁶

2. Strategic Objective – Improvements in the Quality of Life in Gaza City

Objective: Improve physical, social and economic infrastructure in underserved communities

Intermediate Results	Preliminary Impact Indicators	End of Program Results
Clean up vacant lots and public lands with accumulated wastes,	Number of vacant lots with	2,101 vacant lots containing 110,888 tons

⁶ This figure refers to the total number of persons on the PEIP payroll, including full-and part-time employees with employment duration ranging from 1 month to 23 months.

including the Gaza municipal beach	accumulated wastes cleaned up	of waste were cleaned
Carry out public awareness activities designed to target Gaza neighborhood citizens and establishments	<p>Number of Gaza City citizens and establishments aware of their responsibilities in maintaining the cleaned areas</p> <p>Re-dirtying rate of vacant lots, as measured by an ongoing re-dirtying survey of vacant lots cleaned by the program</p>	<p>64,145 Gaza City residents actively participated in PEIP public awareness activities which emphasized their responsibilities in maintaining cleaned areas, including 3,259 shop keepers and business owners</p> <p>11.88% re-dirtying rate of vacant lots over the</p>
Develop partnerships with municipal leaders, citizens groups, local women's organizations, and local private organizations and NGOs	Number and quality of partnerships developed	<p>The Gaza Municipality, PEIP's key partner, permanently hired 50 former PEIP employees to carry on the many activities and processes of the PEIP program</p> <p>17 permanent neighborhood committees on environmental cleanup implementation were formed which continue to work with the municipality on solid waste management issues</p> <p>PEIP's community outreach team worked with 114 community, governmental, NGOs and community based organizations</p>

3. Strategic Objective – Vocational Training

Objective: Vocationally train at least 190 persons in Gaza City who will be more able to enter the permanent job market at project end

Intermediate Results	Preliminary Impact Indicators	End of Program Results
Carry out a rapid assessment of training needs	At least 190 persons trained according to assessed individual training needs	Team vocational training inventory for 190 persons carried out within first month
Implement vocational training according to skill set of the individual worker		<p>190 persons were trained according to assessed individual training needs, of which 17 were females (9%)</p> <p>62,634 vocational training hours were provided, of which 8,173 were provided to females (13%)</p>

Conduct an end-term assessment of training effectiveness and potential employability		<p>Out of the 190 trained PEIP employees, 101 (53%) found of end-of-program employment:</p> <p>50 permanently hired by Gaza Municipality (14 of whom are female)</p> <p>32 temporarily hired by Gaza Municipality</p> <p>8 hired by the Job Creation Program</p> <p>2 hired by UNRWA</p> <p>1 works in the Gaza Industrial Zone</p> <p>1 opened a computer maintenance shop</p> <p>7 work with local taxi companies</p>
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2.2 Sustainability

When measured against the primary goal of the original USAID RFA under which the PEIP program was funded (No.294-2001-006) – emergency employment generation – CHF's labor-intensive PEIP program can be said to have performed extraordinarily well. The program enabled a \$10,000 project budget to fund 813 workdays with a materials/salary ratio breakdown of 15%/85% (\$347,655 was spent on materials and \$1,904,205 on employment generation wages). In contrast, a traditional emergency employment generation program would enable a \$10,000 project budget to fund 285 workdays with a materials/salary ratio of 60%/40%.⁷ Because the PEIP program included development targets as well as emergency employment generation targets among its three strategic objectives (outlined above), the PEIP program went well beyond simply creating temporary employment.

It is worth noting here that it is generally assumed by the donor community that, given the causes and nature of unemployment in the West Bank and Gaza, sustainability of employment generation programs should not be measured in terms of new employment obtained after project completion; rather sustainability should be measured in terms of the end result of the work that is being created. This is based upon the supposition that job-creating programs are unlikely to result in permanent employment and therefore should be expected only to create sustainable results in the form of the by-products of the work being created (i.e, built or renovated infrastructure or improved basic services). Indeed, the first recommendation of the World Bank's assessment of employment generation programs in the West Bank and Gaza makes a clear distinction between employment generation programs and development programs: "The review mission recommends that if the creation of jobs enters directly in the objective of a programme then it should be defined as a job-creating programme, otherwise it is a development programme."⁸

In contrast, our end of program results demonstrate that when evaluated both by the standards of a job-creation program and those of a development program, CHF's PEIP program performs extraordinarily well. This is because CHF's PEIP program was designed not only as a labor-intensive "make-work" program designed to generate the maximum person days of employment possible, but also as a development program intended to achieve sustainable development objectives in relation to

⁷ USAID West Bank and Gaza, *Spotlights: Reviving Stone Terraces in Rural Nablus*, (December 2002): http://www.usaid.gov/wbg/spotlight_6.htm.

⁸ World Bank, *Sector Working Group on Employment Generation Evaluation*, prepared by Dr. Soren Holm and Mike Shone (Jerusalem: 2002): p. 30.

solid waste management and environmental improvement. These sustainable objectives, outlined in this section below, include:

- creation of end of program employment (new permanent job creation and long-term alleviation of poverty);
- building of public environmental awareness and stewardship (maintenance of cleaned areas);
- environmental cleanup and improved public hygiene (improvement of solid waste management services);
- municipal and local governance capacity building (strengthening of local administration and of citizen's participation); and
- vocational training (improvement of the skills of the unemployed with the aim of improving their future employment chances).



Of the 190 PEIP employment generation hires who worked for 23 months and benefited from vocational training, 101 are known to have obtained a new job after having worked in the PEIP program. This constitutes 53% of the PEIP employment generation hire workforce

2.2.1 Permanent Job Creation and New Employment

In a recent World Bank assessment of employment generation programs in the West Bank and Gaza⁹ it was concluded that the probability of an individual obtaining a job after having worked in an employment generation program is very low due to the overall deterioration in the economy.

"And taken as a group the likelihood that several beneficiaries who have worked on a project would obtain a new job has not changed significantly, since the occurrence of this event is the product of their probabilities. From a statistical point of view they will as a group revert to unemployment."¹⁰

This, however, has not been the case with the PEIP program. In the PEIP program, 190 employment generation hires worked for 23 months and benefited from vocational training. Of these 190 employment generation hires, 101 are known to have obtained a new job after having worked in the PEIP program. This constitutes 53% of the PEIP employment generation hire workforce.

What follows is a description of those jobs generated by the PEIP program and those found by PEIP employment generation hires at program's end:

Municipal Job Creation Generated by the PEIP Program (82 total):

- 48 PEIP employees found permanent full-time employment at program end with the Municipal Waste Management Department of the Gaza Municipality continuing with PEIP activities: 33 male sweepers, 2 supervisors, 5 female sweepers, and 8 female public awareness staff members.

⁹ World Bank, "Sector Working Group on Employment Generation Evaluation," prepared by Dr. Soren Holm and Mike Shone (Jerusalem: 2002).

¹⁰ *Ibid*: p. 29.

- 2 PEIP employees found permanent full-time employment at program end with other departments of the Gaza Municipality: 1 librarian and 1 laborer.
- 32 PEIP employees found temporary full-time employment at program end with the Gaza Municipality for a minimum of three months: 20 lifeguards for the beach, 11 sweepers for beach cleaning and 1 office clerk.

New Employment Found at Program's End (19 total):

- 8 PEIP supervisors found full-time employment with the Job Creation Program.
- 2 PEIP supervisors found full-time employment with UNRWA.
- 1 PEIP surveyor found full-time employment at a trading company in the Gaza Industrial Zone.
- 1 PEIP surveyor opened a computer maintenance shop.
- 7 PEIP drivers found full-time employment with private taxi companies.

In addition, 51 employment generation hires withdrew from the program during implementation because they found new employment elsewhere or had established private businesses.

To understand PEIP's unprecedented success at sustainable job creation in the West Bank and Gaza, one must look first to the attitudes toward solid waste management. Traditionally, workers in waste collection, transport and disposal have been afforded the lowest social standing. This poor social image combined with the limited opportunity for economic advancement has contributed to the low level of qualifications and motivation in some sections of the Gaza Municipality's Solid Waste Management Department workforce.

Over the past two years, the PEIP program managed to reverse this trend, creating a favorable image of the cleaning labor force: PEIP sweepers and laborers became known as well organized individuals who were actively concerned for the public and the environment and contributing on a daily basis to the visible quality-of-life improvements taking place throughout Gaza City. Coupled with the extensive public awareness and community outreach activities undertaken by the program, as well as municipal involvement and promotion, this new public image of sweepers and laborers helped to improve the compliance of residents with proposed solid waste maintenance schemes. As a result, cooperation and interaction between residents, cleaners and the municipal solid waste management department was greatly strengthened. As such, workers who at first did not want to be assigned to work in their own neighborhoods for fear of social ridicule very often asked later on in the program to be able to work in their neighborhoods. The recognized success of the program and the legitimacy it brought to the Gaza Municipality as it became more involved was one factor in municipal cooperation with the PEIP program and commitment to new municipal job creation at program end.

The most important factor, however, in sustainable job creation was that the mutual obligations and responsibilities of CHF and the Gaza Municipality were clearly defined during program selection and preparation and were specified in a memorandum of understanding signed at program start. The memorandum stipulated that 55 new permanent municipal jobs would be created by project end. Ongoing collaboration and teamwork between CHF and the Gaza Municipality in program planning and implementation yielded positive, visible results and thus secured the commitment of the municipality to the program and its continuation after program end.

Furthermore, the municipality knew from its intimate experience with the PEIP program over the course of 24 months that those members of the PEIP workforce it hired at program end were both qualified and motivated to implement continued solid waste management activities. This is a significant achievement, given that it is not uncommon in the public sector for new hires to be selected not on the basis of their qualifications or motivation to work, but rather because they are relatives or supporters of present public sector employees. The relatively common phenomenon of favoritism was thus circumvented, much to the appreciation of the municipal leadership. In this current period of acute unemployment, enormous pressures are brought to bear on the municipal leadership to hire relatives.

The strong partnership with CHF ensured that the municipality adhered to the mutual duties and responsibilities as agreed upon at program start, while at the same time the memorandum of understanding provided them with a contractual obligation as a safeguard against the social pressure toward favoritism.

Thus, the real recipe for success in end-of-program job creation was that CHF was able to cultivate the municipality's commitment to sustainability through a clearly defined and mutually agreed upon program where both parties contributed resources and relied upon each other to ensure success, thereby achieving "buy in" from the municipality to hire laborers and maintain program activities independently after program end.

2.2.2 Environmental Cleanup and Improved Public Hygiene

In the case of CHF's PEIP program, the primary "physical end result" to be subjected to sustainability scrutiny is environmental improvement. Previous to the start of PEIP, municipal resources in the program areas had never been used to address the thousands of open sites where dirt, litter and debris had accumulated over many years. Many of the public lands, lots and beachfronts were filled with mountainous and often dangerous solid waste, posing a significant public health hazard as breeding grounds for disease carrying rodents, vectors, flies, poisonous snakes and other vermin.

Through the PEIP program, important health and sanitation needs of densely populated urban areas have been significantly met. As of program end, the PEIP program has removed 78,194 cubic meters, or 110,888 tons, of solid waste from urban spaces, leaving 2,564,315 square meters of open land clean and safe for children to play in. Because much of the solid waste removed had accumulated over the course of many years and even decades, the environmental impact of such widespread cleanup will be felt for years to come.

Furthermore, due to the emphasis placed on environmental awareness campaigns, community participation and municipal partnership, over the two-year life of PEIP the re-dirtying rate of vacant lots cleaned by the program approached only 11.88%. The PEIP program's extensive capacity building activities within the Gaza Municipality and local neighborhoods should contribute significantly to maintaining this re-dirtying rate (see below).

2.2.3 Public Environmental Awareness and Stewardship

The PEIP program also creates sustainable impacts by increasing public awareness of the environment and promoting environmental stewardship among communities that are directly affected by environmental clean-up. The development of public environmental awareness and neighborhood stewardship ensures that the public practice of discarding solid waste in open public spaces and vacant lots does not continue after cleanup. Thus, CHF places great emphasis on its public awareness campaigns and community outreach work so as to secure substantive community commitments to the sustainability of environmental cleanup and solid waste management.



Preparing for the future by promoting environmental awareness and stewardship among the youth at a PEIP summer school environmental camp in Gaza City. PEIP's community outreach team has organized 12,234 sessions for approximately 44,693 citizens on solid waste management issues, environmental improvements, and the roles and responsibilities of the public in maintaining clean vacant lots and open areas.

PEIP worked to create an informed public which actively participates in meetings with municipal staff in the discussion and solution of neighborhood solid waste management issues. The partnerships and community participation processes that were initiated by the program to clean and maintain open vacant lots were so highly valued by the Gaza Municipality that they now form a permanent part of the municipal solid waste management methods as they relate to open areas and vacant lots. In the case of privately owned vacant lots, the municipality is now able to rally community support in its efforts to encourage owners to fence in their vacant lots as a safeguard against re-dirtying.

It is CHF's working assumption that in the ongoing absence of municipal revenue, much of the sustainability of environmental cleanup efforts must and will devolve to the affected communities who will work in partnership with local governing bodies to come up with creative ways of dealing with solid waste management. Coupled with CHF's municipal partnership and work with local governance bodies, PEIP's significant and successful community participation and public awareness methodology has played a large part in the low re-dirtying rates sustained by the program thus far. This has been achieved through:

- daily home, business and institutional visits;
- monthly and weekly neighborhood meetings;
- joint work with citizens groups, local women's organizations, local private organizations, and NGOs; and
- school clean-up campaigns, summer camps, environmental awareness activities, and input in national school health and environment curricula.



Building community participation and environmental awareness through school clean-up campaigns. 25 students from Safad School in Gaza City helping CHF laborers in their efforts to keep Gaza clean.

PEIP's community development and public awareness units employed one full-time community participation management staff member who has more than eight years of experience with the Municipality of Gaza in public awareness and community participation programs in solid waste management issues, and fifteen full-time female public awareness field employment generation hires.

In addition to municipal and community leaders who are involved in monthly neighborhood general meetings, neighborhood central meetings, and ongoing individual meetings with PEIP staff, CHF involves citizens' groups, local women's organizations, local private organizations, and NGOs in cleanup efforts in an attempt to gain necessary community involvement and participation. On a daily basis, the PEIP public awareness teams make home

visits to discuss citizen's participation and responsibilities in keeping the vacant lots clean.

2.2.4 Municipal and Local Governance Capacity Building

Prior to the PEIP program, the Gaza Municipality had no data on the number and sanitation status of the vacant lots in their city, nor had they developed rational and efficient plans for the cleaning of their public lands. The only management tool used to dispose of accumulated waste in vacant lots and public areas was the sporadic launching of crash cleaning campaigns for specific, targeted areas.

Developed in cooperation with municipal leaders and formal and informal citizen groups, the PEIP program has established clear procedures on how to develop a municipal level cleaning plan. This process includes:

- ongoing surveying, data collection, technical and environmental reviews,
- feedback gained from specially formed neighborhood committees on project implementation,
- promoting collaborative efforts between citizens and local governing bodies,
- developing sustainable site maintenance plans and waste removal action plans per neighborhood.

Following CHF's successful community participation methodology, neighborhood committees were formed to: propose target areas; undertake technical and environmental reviews in conjunction with PEIP engineers; develop with CHF and the Gaza Municipality a waste removal action plan; provide feedback on project implementation; and develop a sustainable site maintenance plan for the affected families, businesses and neighborhoods. CHF staff, the municipality and the benefiting communities then regularly updated the waste removal action plans for each neighborhood in the program area.

In addition, PEIP's public awareness and surveying teams worked closely with the Gaza Municipality to develop and implement a re-dirtying survey and a follow-up cleaning plan in anticipation of the PEIP program end. The re-dirtying survey and follow-up plan will be published separately by CHF and the Gaza Municipality.

In recognizing the Gaza Municipality as a key partner, CHF's PEIP program worked to enhance the capacity of local government to undertake collaborative efforts between citizens and outside parties in the solution of solid waste management problems. By permanently hiring 50 former PEIP employees the Gaza Municipality has demonstrated its commitment to carrying on the many activities and processes that made up the PEIP cleaning plan, including the extensive public awareness and community outreach activities. Thus, while a small number of lots will re-accumulate some solid waste, the municipality and the community will continue to work together to develop creative strategies for keeping them clean.

2.2.5 Vocational Training

Finally, the PEIP program creates sustainable impacts by improving the skills of the poorest of the Palestinian unemployed through the provision of individualized training courses which aimed both to improve trainees' future employment and self-starter business chances and to develop individual skills which might contribute informally to household economies, household nutrition and quality of life (i.e., gardening, drying plants using solar energy, tailoring, reproductive health, first aid).

The PEIP vocational training program was designed to meet the specific job training needs of the individual employment generation hires, providing vocational training during approximately 8.3% of the work week in preparation for alternative employment at project end. This was done through

- individualized training needs surveys which assess the desired future job and skill set of each employee, and
- the location of appropriate training courses in the community.



Working to meet the specific skills training requirements of individual laborers, PEIP provided a gardening course for 39 trainees. PEIP provided 62,634 hours of vocational training to laborers hired under the program.

The development and planning of vocational training within the PEIP program underwent a rigorous training needs surveying and inventory process, submitted to and approved by USAID. Emphasis was placed on the succinct identification of the particular skill set of each employee and its gaps. Thus, training varied according to the skill set of the individual worker, with some needing basic literacy skills while others benefited from computer training or interviewing techniques.

Within the PEIP program, most of the employment generation hires expressed their wish to acquire skills that are needed in their communities, making their future job selection based on their own knowledge of the job market.

In addition, PEIP employment generation hires were provided with training on Palestinian Labor Laws, providing them with the skills necessary to do an appraisal of work conditions, contracts and their legal rights and responsibilities.

2.3 Finances and Disposition of Assets

June 10, 2003 was the award end date. A summary close-out plan was submitted to USAID on June 19, 2003, and approved by the PEIP CTO, Mr. Bassam Kort, on June 20, 2003.

2.3.1 Disposition of Assets

2.3.1.1 Supplies

Upon completion of the PEIP program on June 10, 2003 there was no residual inventory of unused supplies exceeding \$5,000 in total aggregate value. The value of unused supplies is \$4,697.20, and will be transferred to CHF's PEIP/VTP program.¹¹

See Annex 4.1 of this report for the inventory of unused supplies.

2.3.1.2 Other Expendable Equipment

Upon completion of the PEIP Program on June 10, 2003 there was a residual inventory of expendable equipment exceeding \$5,000 in total aggregate value. The value of other expendable equipment is \$33,873.65 and will be transferred to CHF's PEIP/VTP program.

See Annex 4.2 of this report for the inventory of other expendable equipment.

2.3.1.3 Equipment

In the close-out plan, CHF International requested approval from the Agreement Officer for the transfer to the PEIP/VTP program of the following equipment purchased under the PEIP program:

- car - Chevrolet Cavalier Engine 2200 cc HP 115; serial number 1G1JC524X17383326; acquisition date 9/20/2001; original cost \$25,729.75
- car - Chevrolet Cavalier Engine 2200 cc HP 115; serial number 1G1JC524217377374; acquisition date 9/20/2001; original cost \$25,729.75
- generator - PERKINS 1795/1500; serial numbers AA50497*U033732F* and 009347/12; acquisition date 7/18/2001; original cost \$7,185.63.

The equipment is to remain in Gaza City, at the CHF office on Shuhada Street which serves as the central administrative and management unit for the PEIP/VTP program.

See Annex 4.3 of this report for the inventory of equipment.

¹¹ Cooperative Agreement No. 294-A-00-02-00218-00.

2.3.1.4 Program and Field Offices

The CHF office on Shuhada Street in Gaza City is to remain the central administrative and management unit for the PEIP/VTP program. The PEIP program had no other field offices.

2.3.1.5 Employees

As stated in the budget notes pertaining to the PEIP/VTP cooperative agreement, the Palestinian management staff of PEIP have been hired under the PEIP/VTP award for a minimum of an additional 8 months in the second year of PEIP/VTP.

All PEIP employment generation hires were released from their employment on May 24, 2003.

2.3.2 Finances

For the PEIP program, CHF has spent in total approximately \$3,280,091:

- \$2,247,393.53 on community projects,
- approximately \$667,491.22 in direct management costs, and
- approximately \$365,206.34 in indirect management costs.

CHF and the communities contributed approximately \$1,328,018.89 to the program through cost sharing, fundraising, and foregone CHF overhead while the contract required only \$1,284,364 in matching contributions.

An auditor's report of the PEIP program is forthcoming later in this calendar year.

2.3.3 Reporting

In accordance with 22 CFR 226.70-72 and as agreed upon in the cooperative agreement, CHF International shall submit to USAID the final financial report as a separate document within 90 calendar days following the date of completion of the award.

3. Program Overview

3.1 Program Implementation

CHF has submitted to USAID quarterly program and financial reports, and annual implementation plans based on the implementation steps and targets for the life of the project as described in the attachment to the cooperative agreement.

The following is a summary of the implementation of the program as it was executed.

3.1.1 Municipal Partnership



Building municipal capacity in solid waste management through the creation of close partnerships between the PEIP program, the Public Health and Environment Department of the Gaza Municipality and local communities. Bassam Kort of USAID and Liesbeth Zonneveld of CHF International discuss the program with AbdelRaheem Abulkomboz, Director of the Gaza Municipality Health & Environment Department

As the socio-economic situation in the Gaza Strip and West Bank deteriorated, municipalities found themselves in increasing financial difficulties, and sometimes have had to reevaluate their priorities for service provision. CHF is proud of the fact that the Gaza Municipality assigned the PEIP program high priority within its budget. The memorandum of understanding signed between CHF and the Gaza Municipality has been fully respected, and despite the current difficulties, municipal matching contributions exceeded planned and agreed-upon targets.

The PEIP program was implemented in partnership with the Gaza Municipality. The municipality was responsible for the transportation to the municipal dump site(s) of waste collected from public areas and concentrated at curbside. When open areas were cleaned by CHF program personnel, waste was collected and deposited at strategic points throughout the city. The municipality

then transported the collected solid waste to the environmentally safe landfill. This unique partnership allowed for a significant local contribution to the program.

The memorandum of understanding specified that the Gaza Municipality was to contribute a match of \$819,265.00. At program end, the Mayor of Gaza City informed CHF that the Gaza Municipality's contribution to the PEIP program totaled \$1,103,582.75. This amounts to 135% of the agreed upon match. Annex 4.4 to this report contains the attachment to the memorandum of understanding signed with the Municipality of Gaza, outlining in detail the calculations of the matching contributions. Annex 4.8 to this report contains signed official declarations of Gaza Municipality matching contributions for the program duration.

The memorandum of understanding further stipulated that 55 new permanent municipal jobs would be created by project end. The mayor of Gaza City has confirmed that 50 former PEIP program employees have been permanently hired by the Gaza Municipality and an additional 32 have been temporarily hired for a minimum period of three months. Of the 50 permanent hires, 9 are public awareness specialists employed to continue the public awareness work begun under PEIP. Their responsibilities at the municipality include coordinating with the newly formed neighborhood committees and municipal surveyors on neighborhood waste removal action plans and vacant lot surveys, carrying out home, business and institutional visits, and participating in environmental summer camps for children. Annex 4.5 to this report contains a letter from the Mayor of Gaza City confirming the hires and a list of the names of former PEIP employees hired by the municipality.

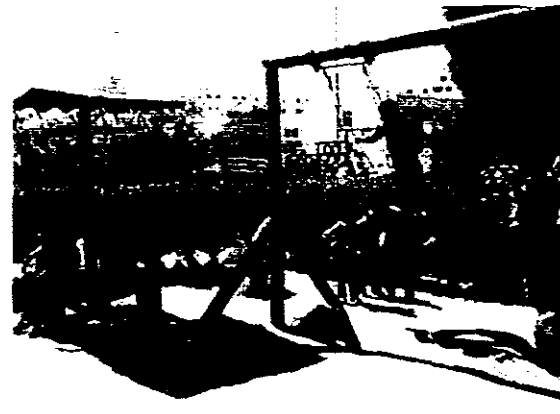
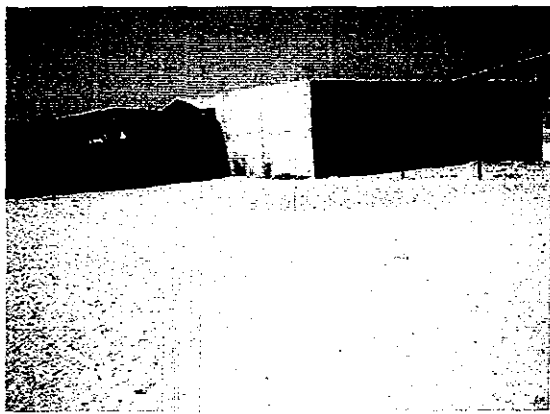
In practical terms, the municipality contributed a great deal to the daily operation of PEIP activities. Municipal wheel loaders, tipper trucks, tipper crane trucks, tractors and bobcats were used to collect the waste from vacant lot curbsides and transport it to the municipal dumping site and municipal waste containers were used for temporary storage of litter and debris. Throughout the program period, the 14 PEIP public awareness staff had full use of the municipal office and its equipment, including photocopier, phone, electricity, transportation vehicles. Staff from the Public Health and Environment Department of the Gaza Municipality provided training for PEIP laborers and other staff concerning solid waste management, environmental protection, public environmental awareness, preventive health, rodent control, and food treatment. Municipal laborers and supervisors in the field, as well as

municipal clerks, waste surveyors, and procurement officers, assisted the PEIP program on a daily basis. In addition, municipal representatives were almost always present at public events organized by the program.

The Gaza Municipality's involvement in the day-to-day activities of the PEIP program was substantial, and may have contributed to the adoption of program activities by the municipality at program end. Impressively, the Gaza Municipality's Department of Public Health and Environment contributed the equivalent of approximately 13% of their monthly running costs to PEIP program activities. The larger part of this contribution was devoted to neighborhood cleaning costs, disposal costs and municipal staff salaries. Because the re-dirtying rate at PEIP program end was so low – a mere 13,176 tons of waste had re-accumulated, equivalent to only 1 month's production of household waste for the entire Gaza City population of more than 380,000 citizens – municipal adoption of PEIP program activities could be extremely cost-efficient.

This not insignificant municipal involvement served to strengthen ongoing communication between community based organizations and the municipal authorities responsible for solid waste management, making them more responsive to community needs and offering them more legitimacy among their constituencies.

3.1.2 Coordination with Community Organizations and Neighborhood Committees



Community Participation Converts Cleaned Vacant Lots to Playgrounds

In December 2001, PEIP laborers and neighborhood residents removed 33 tons (23 cubic meters) of litter and construction debris from lot No. 307, an open area of 8,000 square meters (approximately 2 acres) located in Zone 16 of the Tufah neighborhood in Gaza City. Municipal waste disposal workers then collected the material and transferred it to the environmentally certified Gaza City municipal landfill.

Using CHF's community participation methodology, Tufah community desires for improved neighborhood recreational facilities were made reality. With the cooperation of PEIP community outreach staff, the Gaza Municipality, the Tufah neighborhood committee raised the funds from among residents to convert the cleaned lot to a playground for recreational use. The fence was completed by using cement blocks and wire fencing, and soccer goal posts were installed. Construction debris and household waste dumping in the lot was thus curtailed, leaving neighborhood children with a safe and appropriate place to play and substantially beautifying the area. As a direct result of PEIP cleaning and community outreach activities, 16 other vacant lots in Gaza City were converted to playgrounds by neighborhood residents in the same way.

Over the life of the project CHF public awareness team met with and organized citizens groups, local women's organizations, local private establishments and NGOs involved in cleanup efforts to assess

the environmental improvement and solid waste management needs of the community. Seventeen neighborhood committees on environmental cleanup implementation representing a number of neighborhood groups and community interests were formed. Neighborhood committee membership consisted of community leaders, local government officials, and technical experts, and representatives from community based organizations, NGOs, women's groups, and private establishments. In those 11 areas of the 14 neighborhoods where no active neighborhood committee was formed, individuals particularly effective in organizing the community around environmental cleanup issues were identified as community organizers.

Neighborhood committees and community organizers were involved in the following activities:

- prioritizing community interests;
- proposing target areas for cleanup and undertaking technical and environmental reviews for each of the proposed sites in conjunction with PEIP engineers;
- providing community feedback on the progress of cleaning activities, difficulties encountered in project implementation and suggestions for improved methods or protocols;
- develop with CHF and the Gaza Municipality a waste removal action plan;
- obtaining community participation in cleaning campaigns per site and community commitments that the area will be kept clean and properly maintained;
- encouraging women's organizations to take the lead in public awareness and cleanup maintenance campaigns as an integral part of school programs and children's summer camps;
- furthering community self-reliance in the solution of environmental and solid waste management problems; and
- promotion of an active partnership between the community and municipal authorities involved in solid waste management.



After PEIP laborers cleared this 400 square meter vacant lot located in the Daraj neighborhood of Gaza City of 37 tons of solid waste (26 cubic meters), the owner fenced it in, making it easier to maintain in its cleaned state.

These neighborhood committees and community organizers are still in place and are highly active, participating with the municipality on solid waste management issues.

Community involvement in PEIP program activities was substantial. During the 24-month program period, the PEIP community participation, public awareness, and vocational training units worked with some 114 community organizations, including many local Palestinian NGOs. 17 of these organizations provided vocational training for CHF trainees, often free of charge or at a reduced cost, and 97 participated in PEIP's public awareness and community participation campaigns. Over the 24-month duration of the program, local community members, including individual citizens, shop owners, neighborhood committee members, and community organizations devoted 34,229 hours to working in PEIP public awareness activities. In addition, 30 neighborhood-level cleaning campaigns in which more than 3,830 men, women and children participated were organized by the public awareness teams in participation with community organizations and representatives. Many of these campaigns involved the participations of the 25 schools with which CHF worked.

3.1.3 Employment Generated



Employment Generation Hiring a lá PEIP

Whereas the World Bank reports that most individuals benefiting from job-creation projects do so for less than 2 months, the PEIP program employed the majority of its employment generation hires for a 23-month period.¹² This long employment period provided a stable family income for an extended period of time and increased the likelihood of future employment due to a longer job history and vocational training opportunities provided within the program.

By employing laborers directly, CHF could generate true employment statistics and ensure that hires were selected according to strict poverty and unemployment criteria in a transparent manner. In conjunction with local NGOs, the Ministry of Labor, the Palestinian Federation of Trade Unions and the municipalities, CHF employed a thorough and detailed system of screening potential workers that ensured that those employed under the program were single breadwinners of a large nuclear or extended family, female breadwinners wherever possible, not employed elsewhere, and without a sibling or other extended family member employed by the program. In so doing, CHF could guarantee that the neediest families benefited from the program and that there was the widest possible dispersion of program benefit across the population.

PEIP employment generation hires worked in various capacities as laborers, public awareness staff, supervisors, surveyors and office clerks.

Job creation is the key component of the PEIP program. The PEIP cooperative agreement specified that the program was to generate 171,550 person days of direct employment. Despite the ongoing conflict, PEIP generated 183,017 person days of direct employment (6,017 person months). This is 11,467 more days of employment than – or 107% of – its agreed upon target. During each calendar month, on average 262 person months of employment was generated, meaning that the PEIP program employed on average 262 laborers each month for the 24-month period. This is 27 person months more than – or 111% of – the planned 235 person months per calendar month in the original program proposal document. The PEIP program generated exactly \$1,904,205.00 in income for Palestinian laborers.

Given that the primary goal of the original USAID APS under which the PEIP program was funded (No. 294-2001-006) was emergency employment generation, it is worth bearing in mind that while a USAID funded emergency employment generation program constructing stone terraces in rural Nablus enables a \$10,000 project budget to fund 570 workdays,¹³ the CHF PEIP program enabled a \$10,000 project budget to fund 813 workdays, an increase of 43%.

In addition, while the materials/salary ratio of a traditional emergency employment generation program funding 285 workdays would normally break down as 60%/40%,¹⁴ the materials/salary ratio for the PEIP program breaks down as 15%/85% (\$347,655 in materials / \$1,904,205 in salary).

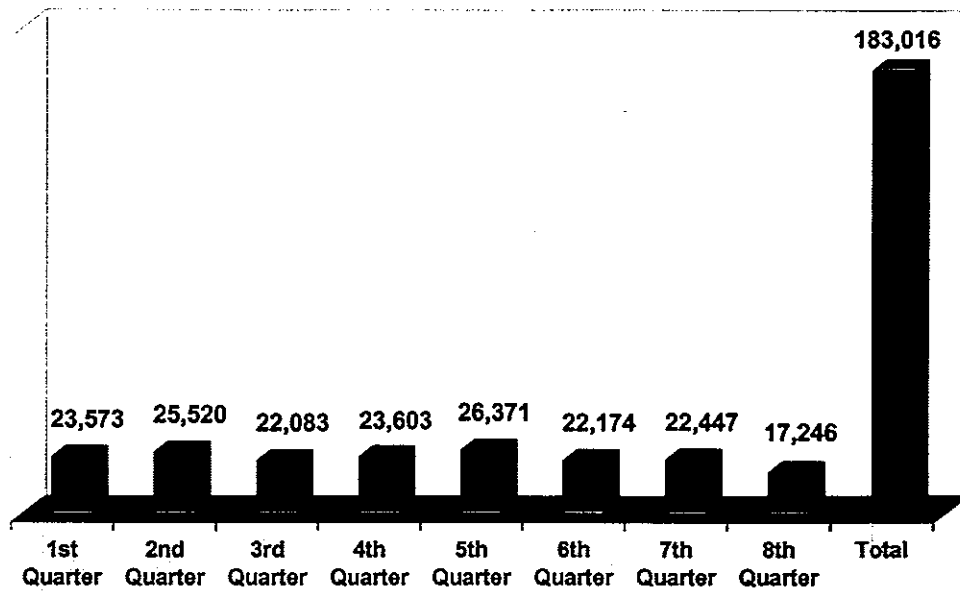
Unskilled laborers (PEIP's sweepers) received a net wage ranging from \$10 - \$11 per working day. Skilled workers (public awareness staff, surveyors, and office clerks) received a net wage ranging from \$15 - \$17 per working day. PEIP's two site engineers received a net wage of \$36 per working day.

As such, CHF believes that the PEIP program is an excellent model for job-creation programs in the West Bank and Gaza, one which

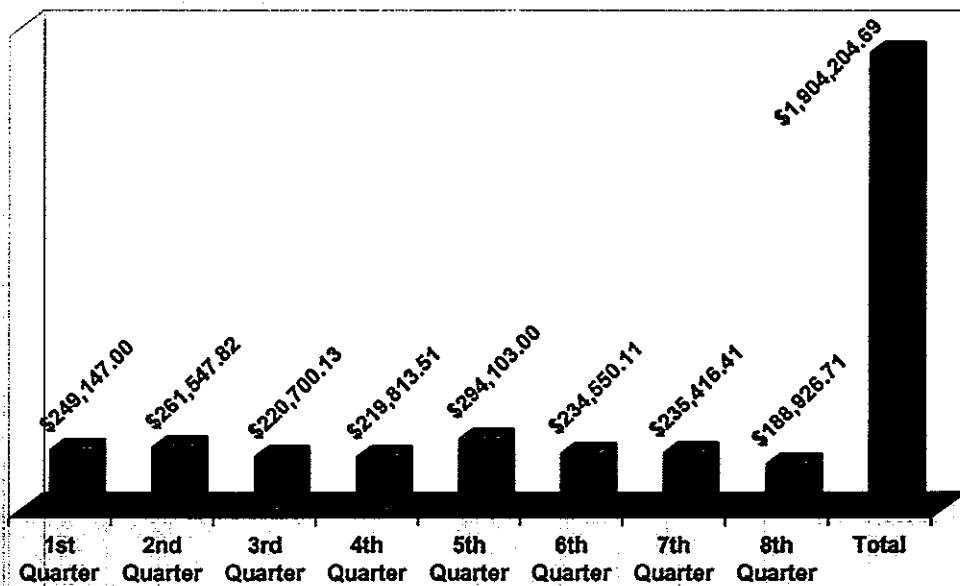
- produces outstanding employment generation results,
- develops sustainable community environmental awareness, management skills and commitments,
- supports sorely needed municipal waste collection efforts in both the short and long term, and
- is easily and effectively replicated in other areas.

The following graphs represent the number of person days of employment created and the amount of employment income generated at program end. It should be noted here that because PEIP directly hires employment generation workers, the figures presented below are true employment generation statistics and employment income figures, not contractor's estimates.

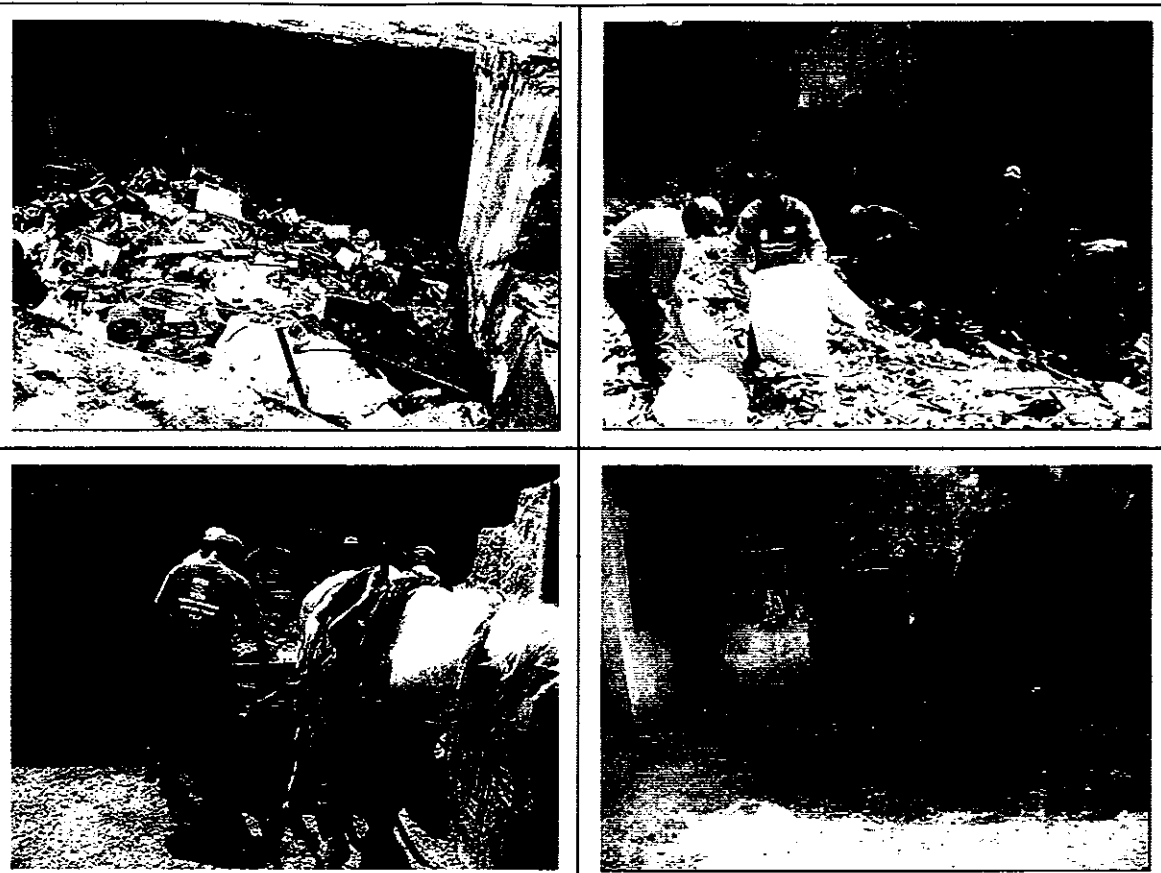
Person Days of Employment Generated



Employment Income Generated



3.1.4 Environmental Improvement and Waste Collected



Cleaning of Vacant Lot with 20-Plus Years of Solid Waste Accumulation

Over the course of 17 days in March and April 2003, PEIP laborers worked to remove 58 tons (41 cubic meters) of waste from a vacant courtyard lot in the Turkman neighborhood. The 200 square meter courtyard, part of an older house complex long ago vacated by its owner, had served over the course of at least 20 years as an informal neighborhood dumping site for construction debris and household waste which was often thrown over the walls and dropped from neighboring windows above. For the last couple of years, residents neighboring on the lot had complained of rats, snakes, insects and unpleasant odors emanating from their improvised dumpsite. They asked the owner to open the gate to the courtyard and to clean the vacant lot. The owner always refused. With the arrival of the PEIP labor force in Gaza City, the neighbors saw an opportunity to solve the problem. The owner was informed that CHF would come to help, and the neighbors opened the gate to the vacant lot themselves.

Neighborhood residents helped in the cleaning of the vacant lot and were present on each of the 17 days of cleaning, providing tea and water for the PEIP laborers. Because the cleaning needs were substantial and the lot was located at the end of a narrow street far from the main street, the municipal bobcat had to be brought in. When the bobcat motor broke down, one of the PEIP laborers donated free of charge his horse and cart for five days to help transfer the waste from the lot to the curbside for municipal pickup and disposal.

After the cleaning was completed, neighborhood residents closed the entrance again with old stones retrieved from under the accumulated waste so as to prevent people from entering and depositing garbage inside the courtyard. They also promised that they themselves would not throw garbage anymore. In August 2003, CHF returned to the site to check on re-dirtying: the lot was spotless.

In total, 117 vacant lots cleaned by the PEIP program in Gaza City had not been cleaned for at least 20 years.

The cleaning of vacant lots and open areas took place on a daily basis and involved a variety of activities. The cleaning activities, public awareness activities and surveys were set up and implemented simultaneously in order to ensure efficiency, effectiveness, and sustainability.

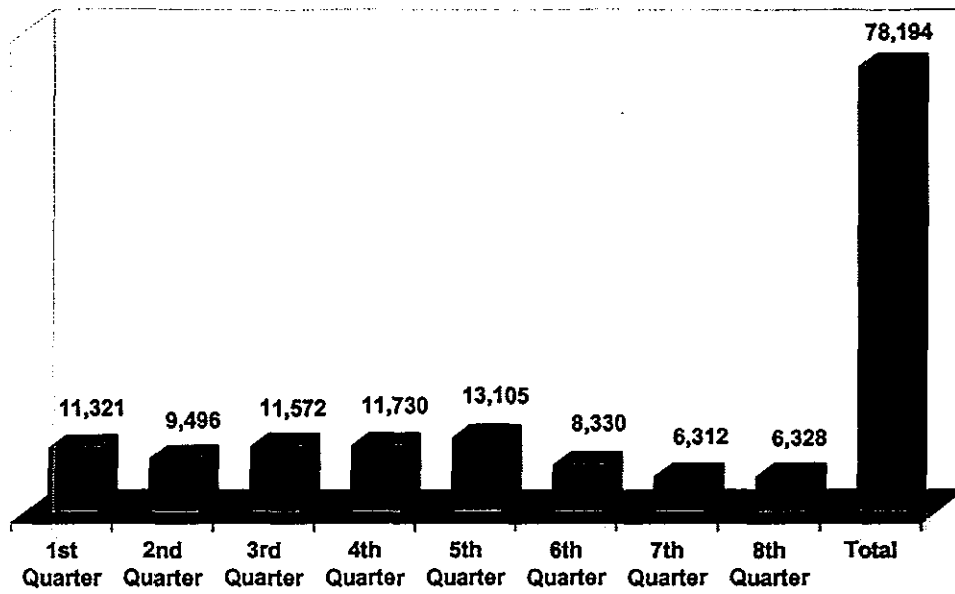
Over the 24-month project period, the PEIP program substantially improved local environment, public hygiene and overall quality of life in Gaza City by removing more than 110,000 tons of solid waste from 2,101 open areas and clearing approximately 1.6 square kilometers of land, or 2,564,315 square meters. 117 vacant lots cleaned by the PEIP program in Gaza City had not been cleaned for at least 20 years. Residents living near these unofficial dumping sites complained of unpleasant odors, snakes, scorpions, rats and the proliferation of flies and mosquitoes originating from them.

In comparison, the regular Gaza City municipal solid waste collection scheme collects about 324,000 tons of solid waste over a 24-month period. The Gaza Municipality expressed their gratitude to CHF and USAID for having made available the resources to address the problem of solid waste removal from open areas. Most Palestinian towns – like Gaza City before the advent of the PEIP program – still do not possess a system or the means to address this problem.

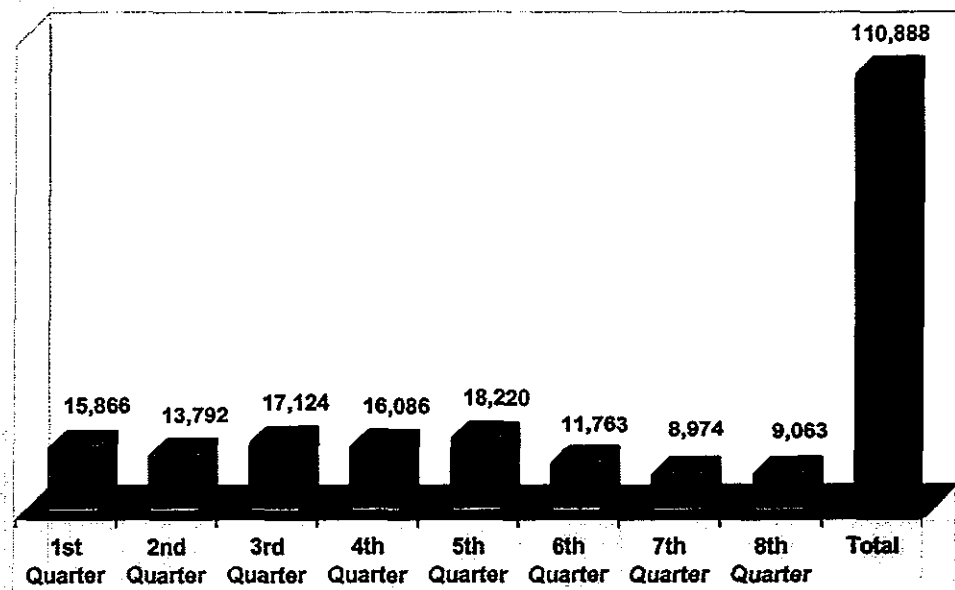
At program's end, the re-dirtying survey indicated that only 13,176 tons of newly accumulated waste was found in 677 vacant lots previously cleaned by the PEIP program, a mere 11.88% of the total amount removed by the program. This amount was re-collected. The 13,176 tons of waste re-accumulated over the course of the 24-month program period is approximately equal to one month's production of household waste for the entire Gaza City population of more than 380,000 citizens (13,500).

A total of 30 major cleaning campaigns were held in Gaza City in cooperation with NGOs, schools, local institutions, neighborhood committees, the Gaza Municipality and other governmental agencies. More than 3,830 citizens participated in these campaigns. In addition, beach cleaning was organized in cooperation with the Gaza Municipality. The cleaning of the beach and beach road involved the cleaning of litter and debris by PEIP sweepers with the help of a municipal a front loader and beach tractor for removal and the placement of litter bins along the beach. Public awareness activities were designed for beach-cafeteria owners urging them to keep their surroundings clean. CHF public awareness organized several outreach activities for children and their parents who visited the beach. A public awareness tent was set up at the beach where leaflets, brochures and bags were distributed, and where theater plays were held.

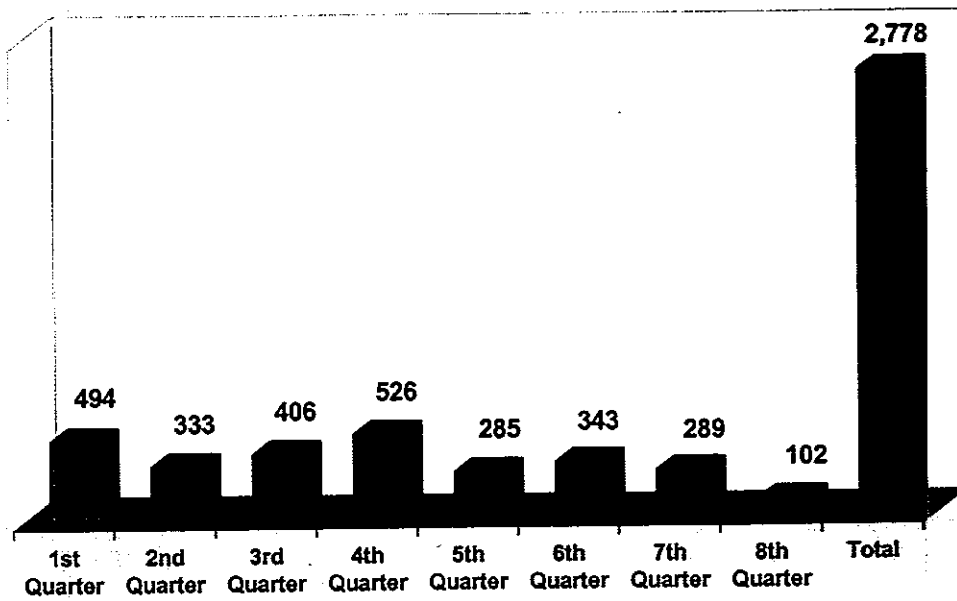
Cubic Meters of Solid Waste Collected



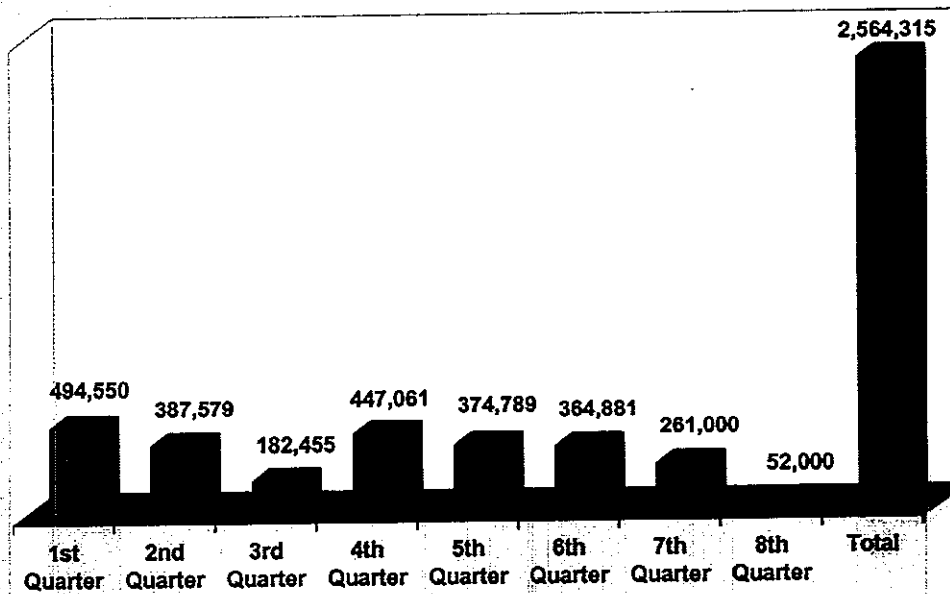
Tons of Solid Waste Collected



Number of Vacant Lots Cleaned



Square Meters of Vacant Lots Cleaned



3.1.5 Surveying and Follow-Up Activities

3.1.5.1 Baseline Survey and Waste Removal Action Plans

Within the first week of signing the PEIP program cooperative agreement, CHF started work on a baseline survey of the neighborhoods to assess the waste management needs of each community. The initial survey suggested there to be approximately 1,000 public vacant lots in each of the 14 Gaza City neighborhoods in need of cleaning, with an estimated volume of 15,388 cubic meters of accumulated waste.

Following the completion of the baseline survey, PEIP surveyors were assigned to conduct detailed neighborhood surveys, recording the precise locations and sizes of open public spaces and vacant lots in need of cleaning, as well as details on the kinds and volumes of waste, land ownership, and likely sources of the accumulated wastes found.



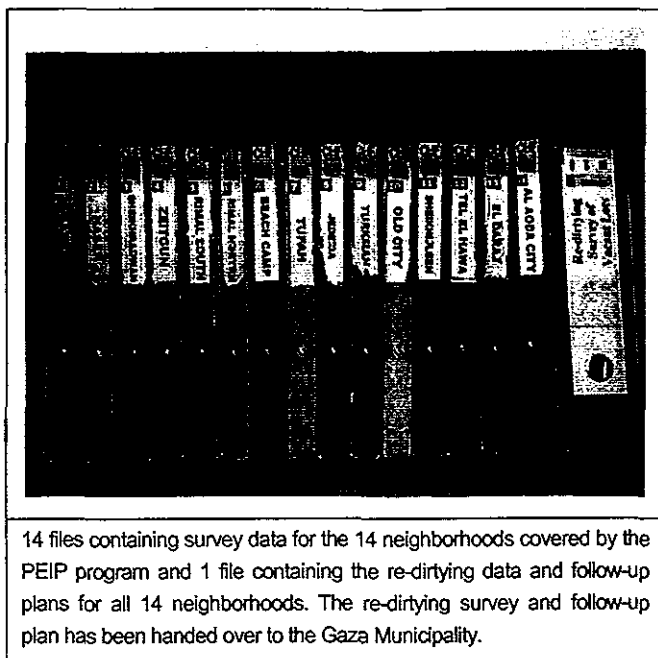
The initial rapid response baseline survey suggested there to be approximately 1,000 public vacant lots in each of the 14 Gaza City neighborhoods in need of cleaning. After detailed neighborhood surveying and the addition of some privately owned lots, this number was increased to 2,101.

Subsequent to review of the initial data compiled in the baseline survey and in the detailed neighborhood surveys, CHF worked with the neighborhoods and the Gaza Municipality to establish waste removal action plans. Both the initial baseline survey and the annual waste removal action plans were included in the quarterly reports submitted to USAID during the program period.

At project end, PEIP's public awareness and surveying teams compiled all of the detailed waste removal action plans in which plans are outlined per zone and sub-zone of each neighborhood and detailed maps are presented. The teams also worked closely with the Gaza Municipality to develop and implement a re-dirtying survey and a follow-up cleaning plan in anticipation of the PEIP program end. All the detailed data and maps have been made available to the Municipality of Gaza in order to be followed up on by the Public Health and Environment Department.

The detailed survey data indicated that there were 1,830 open vacant lots in Gaza City in need of cleaning. Immediately after the first cleaning campaigns had begun, the PEIP program began to receive letters from institutions, NGOs, associations and neighborhood representatives requesting help in the cleaning of vacant lots that were fenced. In each case, CHF assessed whether the vacant lot would be eligible for cleaning based on several criteria: the level of public health or environmental risks posed, the socio-economic background of the owners or caretakers of the vacant lots, and the presence or absence of the owners. In March 2002, CHF began to clean 271 additional vacant lots, bringing the total number of cleaned vacant lots to 2,101.

3.1.5.2 Re-Dirtying Survey



14 files containing survey data for the 14 neighborhoods covered by the PEIP program and 1 file containing the re-dirtying data and follow-up plans for all 14 neighborhoods. The re-dirtying survey and follow-up plan has been handed over to the Gaza Municipality.

In November 2001, the public awareness and surveying teams initiated a plan to revisit public lands which had been previously cleaned by CHF laborers. As a result of the re-visiting, it was noted that in some instances a re-accumulation of waste had occurred. Re-accumulated waste consisted largely of construction debris and in some instances of newly dumped household waste. As from November 2001, CHF began to carry out an ongoing re-dirtying survey for the entire program area. Collection of re-accumulated waste found was begun in cooperation with municipal site engineers and supervisors as from December 2001, and continued through April 2003. The end result of the survey revealed that 110,888 tons of solid waste had been collected from 2,778 cleaned vacant lots with an area of 2,564,315 square meters.

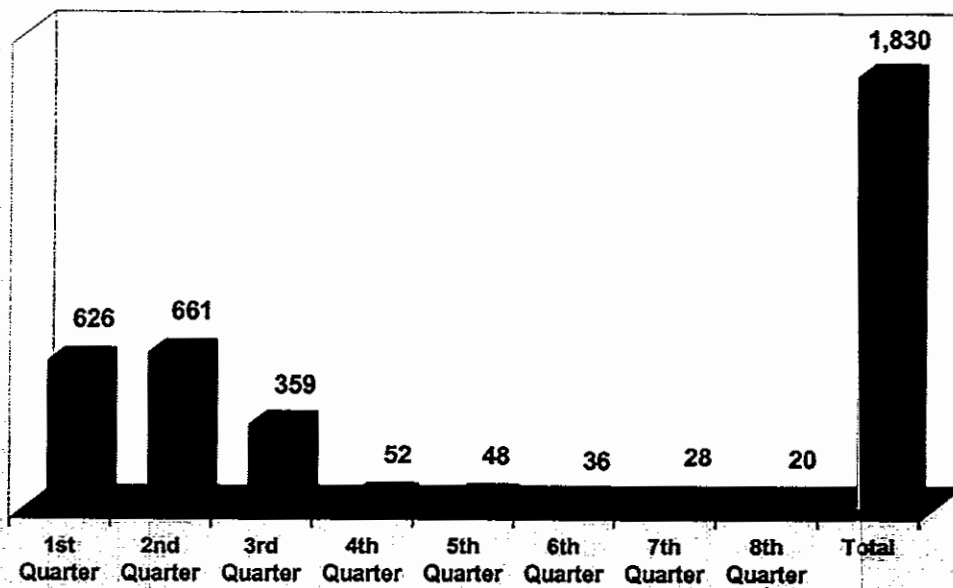
This meant that 677 open vacant lots, or 32% of the total number of vacant lots in need of cleaning, were cleaned a second time. It also meant that only 13,176 tons of newly accumulated waste, approximately equal to one month's production of household waste for the entire Gaza City population of more than 380,000 citizens, had been found and re-collected, representing an overall re-dirtying rate of 11.88%. While the number of collection points (i.e., 677 vacant lots) for this re-accumulated waste was significant, the amount and type of re-accumulated waste to be re-collected was equally significant. The initial problem with the open vacant lots before PEIP program cleaning was that they contained massive amounts of accumulated waste and heavy construction debris mingled with soil that could not be removed by the regular municipal waste collection services because it would be too time consuming and labor-intensive. After the initial cleaning, only small amounts of waste returned to these sites, waste that could be easily handled by the regular municipal collection services. Surveying data revealed that virtually no waste returned back to fenced vacant lots, whether they had been fenced before PEIP program cleaning, or after by the community or the owners.

The following table outlines the major findings of the survey and re-dirtying data.

Date	Total Tonnage of Solid Waste Collected	Total Tonnage of Solid Waste Re-Collected	Number of Open Vacant Lots Cleaned	Number of Open Vacant Lots Re-Cleaned	Number of Fenced Vacant Lots Cleaned	Total Number of Vacant Lots Cleaned
Jun-01	29	0	7	0	0	7
Jul-01	3,155	0	43	0	0	43
Aug-01	5,260	0	192	0	0	192
Sep-01	7,422	0	252	0	0	252
Oct-01	7,655	0	106	0	0	106
Nov-01	4,233	0	117	0	0	117
Dec-01	1,905	270	61	49	0	110
Jan-02	6,245	75	77	49	0	126
Feb-02	6111	549	59	54	0	113

Mar-02	4,768	253	61	54	26	141
Apr-02	5,106	0	248	0	14	262
May-02	5,158	0	134	0	16	150
Jun-02	5,822	0	42	0	30	72
Jul-02	6,014	0	76	0	18	94
Aug-02	6,671	0	75	0	16	91
Sep-02	5,535	925	39	3	19	61
Oct-02	4,561	124	71	27	22	120
Nov-02	4,600	2,830	28	81	14	123
Dec-02	2,602	1,534	18	68	19	105
Jan-03	3,372	1,845	21	48	15	84
Feb-03	2,739	2,141	26	123	16	165
Mar-03	2,863	1,711	19	74	15	108
Apr-03	3,910	919	32	47	13	92
May-03	5,152	0	26	0	18	44
Jun-03	0	0	0	0	0	0
Total	110,888	13,176	1,830	677	271	2,778

Number of Vacant Lots Surveyed



3.1.6 Public Awareness Program



The Tel al-Hawa Neighborhood Cleanup Contest

In May 2002, CHF public awareness staff worked closely with the Ministry of Agriculture and al-Nakab Institute for Research to organize the Tel al-Hawa Neighborhood Cleanup Contest. 180 households from 5 areas of the neighborhood participated in the contest, working together with the neighborhood committee and PEIP public awareness staff to prepare their area for the competition.

The main objectives of the competition were to

- increase family awareness of environmental issues at home, in their streets and in their neighborhood;
- enhance family attitudes toward the environment using participatory activities; and
- develop family participation and sense of responsibility in keeping vacant lots clean.

The Ministry of Agriculture provided 150 tree seedlings to be planted along the streets of the 3 winning neighborhoods and CHF provided paint for the painting of neighborhood walls.

It is generally acknowledged in the literature on waste management development theory that stakeholders' awareness of waste management and environmental issues is closely linked to their preparedness to participate in improvement of waste management practices. Thus, public awareness and community outreach programs often play an essential role in integrated approaches to solid waste management reform and development. The primary objectives of such programs include informing the public of new waste management methods and requirements; gaining public support for solid waste

management initiatives, improving the profile of solid waste management activities, and securing active participation at the community level in the development of solid waste management in their area.

While the public constitutes the major set of customers of solid waste management services, only a small proportion are typically aware of what happens to their waste, the full extent of services being provided, or the consequences to their quality of life if services could be enhanced. Further, there is often limited awareness of the potential health, safety and environmental impacts associated with poor waste management. Thus, public support is important because an unaware and uninformed public is unlikely to support and cooperate with the municipality in carrying out its works, to exert pressure on the municipality to provide better quality services, or to become active in improving local cleanliness.

Once they have understood the importance of solid waste management and how they are to participate, citizens are often very ready to support their municipality in its efforts. Community participation, then, can act as a major driving force of change and reform.

The PEIP program used a stakeholder participation approach, a process whereby stakeholders – those with rights, responsibilities and interests – play an active role in decision making and in the consequent activities which affect them. This meant that not only the public was a target group for the awareness activities, but the political and technical decision makers in the Public Health and Environment Department and elsewhere in the municipality were a target group as well. Besides these, the PEIP program also interacted on a daily basis with officials and employees of governmental institutions, professional associations, and utilities service providers in order to encourage them to become active in improving local cleanliness.

The main objectives of PEIP's public awareness and community outreach program were to

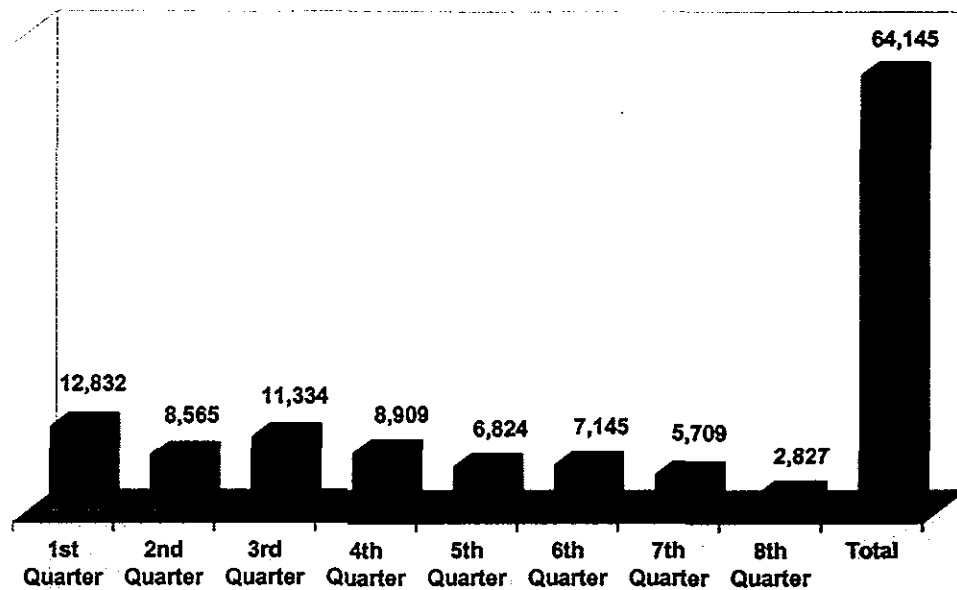
- create an informed public in relation to PEIP cleaning activities and environmental cleanup,
- gain public support for and involvement in the cleaning activities, and
- build a positive image for sustainable waste management.

In conjunction with its municipal partner, CHF implemented the public awareness plan that accompanied the surveying activities and waste removal action plan for each individual neighborhood. The following graph represents the number of beneficiaries of PEIP public awareness activities during the entire program period. Beneficiaries include those who attended informational sessions on environmental awareness and stewardship, and those who received public outreach materials produced and distributed by the PEIP program.



PEIP's public awareness and community outreach teams worked to build a positive image of solid waste management by linking it to environmental cleanup and solid waste management. PEIP public awareness teams helped to design and participated in summer camps in Gaza City both years of its operation.

Public Awareness Program Beneficiaries



3.1.6.1.1 Creating an Informed Public



By working to increase children's awareness of environmental issues and attitudes toward solid waste management, the PEIP program also helped to create a more informed Gazan public. Here, 30 boys and girls from several neighborhoods worked on a environmental on a drawing wall, thirty five meters long on the opposite of the Legislative Council in Gaza City on August 7, 2002

Informing solid waste management service consumers properly enables them to cooperate constructively with new and/or ongoing solid waste management schemes.

Over the course of the 24-month program, PEIP's community outreach team organized 12,234 public awareness sessions for approximately 44,693 citizens, educating citizens on solid waste management issues, environmental improvements, and the roles and responsibilities of the public in maintaining clean vacant lots and open areas. Flyers, posters, leaflets, brochures, pens, clocks, t-shirts, and hats promoting the PEIP program and environmental cleanup were distributed to 15,864 program area residents.

In cooperation with the Ministry of Education, PEIP's public awareness staff worked with 25 schools in Gaza City.

School program objectives were to

- increase children's awareness of environmental issues at school, at home and in their streets,
- improve children's attitudes towards the environment and solid waste management using participatory activities and games, and

- enhance children's participation in environmental cleanup and their sense of responsibility in environmental problem solving.

A total of 3,460 students participated in PEIP-related school program activities. The children led clean-up campaigns around the schools and successfully pressured their school principals to make hygiene improvements to the schools and to increase the student awareness of environmental issues, including solid waste management. The PEIP program helped students to organize 14 school environmental clubs where they were encouraged to discuss the environmental and public health problems faced by their communities and schools and to devise their own methods of addressing them.

CHF participated in the regular children's summer camps organized in Gaza City and designed a summer camp component on raising public awareness on environmental and public health issues. In cooperation with the Gaza Municipality, CHF's PEIP public awareness team selected neighborhoods in Gaza City where previously cleaned vacant lots contained newly accumulated waste and construction debris. Approximately 400 children living around the identified vacant lots were invited to join the summer camp held in their neighborhood and took part in program activities, including

- presentations about the objectives and goals of the PEIP program;
- field trips to clean and dirty vacant lots;
- home visits around the clean and dirty vacant lots;
- lectures about environmental problems and how to solve it through games;
- theater shows;
- environmental songs;
- handicrafts activities; and
- participation in a neighborhood cleaning campaign with CHF laborers and municipal laborers.

3.1.6.1.2 Gaining Public Support and Involvement

The success of any solid waste management planning initiative depends heavily on the ability of the municipality to secure the support and contributions of the public. Unless the public is wholeheartedly behind and actively participating in solid waste management projects, they are unlikely to progress at all.

Over the life of the project CHF public awareness team met with 114 and organized citizens groups, local women's organizations, local private establishments, NGOs and governmental representatives involved in cleanup efforts to assess the environmental improvement and solid waste management needs of the community. To ensure active community participation, 17 permanent neighborhood committees were formed on environmental cleanup implementation.



PEIP staff working to gain community support and involvement in area cleanup efforts during a central neighborhood meeting in the El-Naser neighborhood of Gaza City.

As a result of these activities, community participation in the PEIP program was high. Over the 24-month duration of the program, local community members devoted 3,760 days to working in PEIP clean-up activities and 31,620 hours to working in PEIP public awareness activities. Community members spent time and money on cleaning, building fences and stone retaining walls, planting

gardens and greenery, creating football fields and playgrounds. In cooperation with the Gaza Municipality, community members undertook to fence 148 vacant lots after cleaning and to convert 17 vacant lots to playgrounds and sports fields. In addition, CHF received 301 letters of appreciation from NGOs, neighborhood committees and individual citizens expressing their gratitude for the efforts and achievements of the PEIP program. On several occasions, neighborhood residents were so moved by the obvious results produced by PEIP laborers that they would stop at a worksite and hand out charity donations of one kind or another to the sweepers laboring there.

3.1.6.1.3 Building an Improved Image of Solid Waste Management

It is widely acknowledged that in most places the public image of waste management is in need of a facelift. This was certainly the case in Gaza City, where traditional attitudes toward solid waste management relegated it to a low profile, attracting little interest from the public. Traditionally, Palestinian workers in waste collection, transport and disposal have been afforded the lowest social standing. The "dirtiness" associated with solid waste meant that the municipal department of public health and environment has had difficulties attracting a qualified and motivated work force.

The PEIP program managed to reverse this trend, creating a favorable image of the cleaning labor force: PEIP sweepers and laborers became known as well organized individuals who were actively concerned for the public and the environment and contributing on a daily basis to the obvious quality-of-life improvements taking place in Gaza City. Coupled with the extensive public awareness activities undertaken by the program, this new public image of sweepers and laborers helped to improve the compliance of residents with proposed solid waste maintenance schemes. All this was enhanced greatly by the creation of playgrounds, the building of fences and stone retaining walls, greening activities, the launching of environmental summer camps, distribution of promotional materials, extensive media coverage, school program participation and municipal promotion. As a result, cooperation and interaction between residents, cleaners and the municipal department which managed solid waste was greatly strengthened, and the solid waste management became associated with environmental beautification and citizen empowerment.

3.1.7 Vocational Training



PEIP employment generation hires practicing their new skills during a hairdressing course for men and women.

Following completion of the individual worker vocational training needs assessment, CHF began implementing its vocational training program in month two of the program. Over the course of the PEIP program, at least 190 people were vocationally trained. Trainees received pay for 8.3% of their working time to attend training sessions.¹⁵ This is 2,668 hours per month. Each of the 190 CHF trainees received approximately 26 days of training per year.

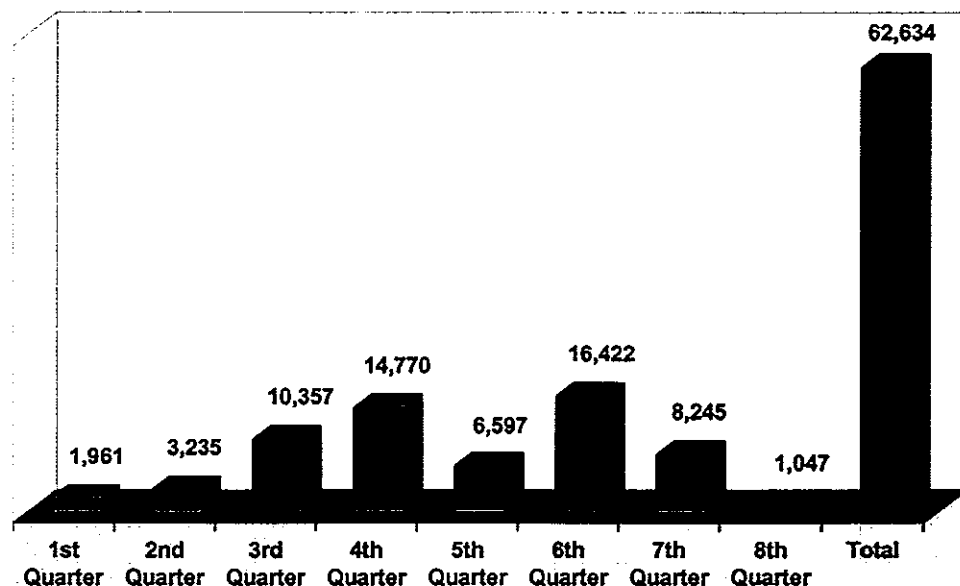
The development and planning of vocational training within the PEIP program underwent a rigorous training needs surveying and inventory process, submitted to and approved by USAID. During the program period, 71 training courses on 48 subjects offered at

numerous levels were organized in which 62,634 training hours were provided.

Training was provided in the following areas: accounting; building controller & land surveying (levels 1 & 2); capacity building in environmental issues; child-to-child training methodology; independent college study; computer office equipment maintenance; computer skills (levels 1,2,3); democracy & civil society; driving license; education; electrical machine maintenance (levels 1 & 2); English language;

environmental assessment training; environmental management planning; first aid (levels 1,2,3,4); fuel injection; gardening (levels 1 & 2); general electrician; hairdressing (levels 1,2,3); handicap awareness; independent work toward high school diploma; knitting and embroidery; labor laws and laborer's rights; management skills; moderation and facilitation skills; montage & video; multimedia; needs assessment; photography; report & business letter writing (Arabic & English); plant drying using solar energy; project and project cycle management; public awareness and solid waste management; refrigeration and air conditioning maintenance; reproductive health; satellite maintenance; social work; strategic planning; summer camp management; tailoring; tractor driving license; training evaluation; and USAID administrative compliance.

Vocational Training Hours Provided



3.1.8 Gender and the Role of Women



CHF's PEIP program promoted women's involvement in the decision making process by organizing regular neighborhood meetings on environmental cleanup for women. 25 women participated in this meeting at Baram al-Sahabah Kindergarten on in March 2002.

While gender inclusion was not a specific objective of the PEIP program, the role of women in solid waste management, environmental improvement, emergency employment generation and program end employment was both substantial and significant. In addition to the quantifiable impacts concerning employment generation, vocational training and environmental cleanup, the PEIP program also had a qualitative impact on women in the program area.

In Gaza City, women are the main decision makers in waste management issues at the household level. They see to it that household waste is collected and transferred to the municipal communal containers by one the children of the household, or put at the curbside to be

collected by municipal waste collectors. In this way, Gaza women have a great amount of influence over the prevention of waste accumulation in vacant lots and open areas. In cases where communal containers are full or are located far away from the household, women must instruct their children not to dump the waste in improvised or informal dumping sites, such as vacant lots.

At the same time, women are the prime beneficiaries of a cleaned environment given that most remain at home all day. Women take care that their children play in a safe environment outside the house. It is for this reason that the public awareness teams spend the majority of their time in discussion with women in their houses. During these home visits environmental management problems in the neighborhood are discussed and women are encouraged to actively participate in problem solution. Women often decide which vacant lots in their neighborhood will be cleaned first, who will be asked to participate in the public awareness campaigns and cleaning activities, and how neighborhood follow-up should be organized. By involving local women's organizations in the neighborhood committees and encouraging them to lead the public awareness and maintenance campaigns, the PEIP program endeavors to address women's issues through inclusion of women in public decision-making processes that were an integral part of the solid waste management plans.

Although it was not anticipated that women would work as sweepers in the PEIP program, nine female sweepers were hired according to the strict poverty criteria of the PEIP program. For the first time, women worked as public sweepers, stationed in the Municipal Children's Park and the American Friendship Park, cleaning trash for 6.5 hours a day, 6 days per week.

In addition, PEIP's public awareness team was formed entirely of 14 female employment generation hires who coordinated with neighborhood committees and municipal surveyors on neighborhood waste removal action plans and vacant lot surveys, carried out home, business and institutional visits, and participated in the design and implementation of environmental summer camps for children.

A total of 17 women worked full-time in the PEIP program as employment generation hires (9%), and 3 women worked in the PEIP management team (43%). Of the 183,017 person days of employment created over the two-year program period, 15,422 person days were generated by females (8.4%). Of the 190 persons trained according to assessed individual training needs, 17 were females (9%). These female employment generation hires received 13% of the training offered (8,173 hours). 14 of the 50 former PEIP employees permanently hired by the Gaza Municipality were female: 8 were hired as public awareness staff, 5 as female sweepers posted to the Municipal Children's Park, and 1 as a municipal librarian.

3.1.9 Municipal and Community Matching Contributions

The PEIP cooperative agreement stipulated that the minimum matching contribution should be 25% of the total program value. The PEIP program's matching contributions, to be outlined in the final financial report and confirmed by an outside auditor later this calendar year, amounted to 29% of the total program value.

	Contributions as Budgeted	Actual Contributions
USAID	\$3,280,591 (72%)	\$3,280,091 (71%)
CHF	\$1,284,364 (28%)	\$1,328,018.89 (29%)
Total	\$4,564,955 (100%)	\$4,608,109.89 (100%)

The memorandum of understanding signed with the Gaza Municipality stipulated that the municipality would contribute a match of \$819,265.00 to the USAID award of \$3,281 million. Despite the ongoing conflict, the mayor of Gaza City has informed CHF that the total Gaza Municipality contribution to the PEIP program equaled \$1,103,582.75. This amounts to 135% of the agreed upon match.

Over the 24-month duration of the program, the local community's part in this match amounted to \$325,329.75 in in-kind contributions. Of this amount, local community members devoted 3,760 days to

working in PEIP clean-up activities at a value of \$43,384.62 and 31,620 hours to working in PEIP public awareness activities at a value of \$74,840.24.

3.1.10 Environmental Impact Assessments

As part CHF's employee training, PEIP's deputy program director and the senior engineer attended a 5-day USAID sponsored training course in Gaza City on environmental assessment and USAID regulations.

CHF is thoroughly familiar with USAID guidelines for environmental review of potentially hazardous activities, and ensured that its waste removal activities were in compliance with the Code of Federal Regulations (22CFR: Agency Environmental Procedures). The environmental impact assessment certification form was completed and submitted to USAID on March 7, 2002.

3.1.11 USAID Coordination and Supervision

USAID was substantially involved in the operations of the program and played an integral role in the supervision of the PEIP in the following ways.

- **Approval of Annual Implementation Plans:** CHF submitted annual implementation plans once a year for review and approval by USAID. The annual implementation plans provided details of activities that needed to be executed, outlined expected achievements, listed implementation milestones, and provided expected impacts over a 12-month period.
- **Approval of Specified Key Personnel:** The CHF Program Director was the only officially designated key personnel.
- **Monitoring and Evaluation Plans:** In the first quarterly report CHF submitted a detailed monitoring and evaluation plan for USAID's review and approval. This plan traced implementation progress and assessed the impact of the project. The plan included specific indicators with baselines and targets for measuring and reporting outputs and impacts based on implementation targets and beneficiaries. As part of the annual implementation plan's review and approval process, CHF also advised USAID of any revisions or updates to the approved monitoring and evaluation plan.
- **Technical and Financial Progress Reports:** CHF sent technical and financial progress reports on a quarterly basis and an audit report yearly.
- **Program Consultation:** CHF's PEIP program management met on a regular basis with USAID's CTO Bassam Kort concerning the specifics of the PEIP program implementation.

3.2 Staffing

The following persons made up the PEIP management team:

Name	Title
M. Lovick	Country Director
L. Zonneveld	Program Director
T. Zourob	Deputy Program Director
N. Jamala	Senior Engineer
N. Zakout	Senior Community Services Specialist
A. Skaik	Financial Controller
Z. Lababidi	Training Coordinator

On June 1, 2003 Matthew Lovick, CHF Country Director for the West Bank and Gaza, was transferred to assume a new post serving as Country Director for CHF's USAID-funded ICAP program. CHF has since then been in the process of appointing a new Country Director.

3.3 Safety and Security

Given the security situation during the program period set of security arrangements and protocols were put into place.

- All staff members had cell phones and radios. Key staff was required to call the Country representative Office at least once a day and any time there was a potentially dangerous situation;
- The Country Director talked twice weekly to the Regional Security Officer at the US Embassy for a situation update;
- In the event of violence, all CHF offices were closed until the Country Director gave the go-ahead for reopening;
- In the event of extreme violence that would require evacuation, the PEIP Director would leave Gaza immediately for Tel Aviv or Jerusalem with her family, and
- Staff would refrain from entering areas within 500 meters of the border of Israeli settlements without permission of the Program Director.

3.4 Recommendations for Program Replication

Based upon the number of requests CHF has received to replicate or expand on the PEIP employment generation program (outlined below) and upon the lessons learnt from PEIP program implementation (also outlined below), CHF believes that PEIP program replication, with appropriate programmatic modifications, makes good developmental sense. CHF considers the PEIP program to be an excellent model for emergency employment generation programs in the West Bank and Gaza, one which produces outstanding employment generation results, develops sustainable community environmental awareness and municipal management skills and commitments, creates new full-time permanent municipal jobs, supports sorely needed municipal waste collection efforts in both the short and long term, and is easily and effectively replicated in other areas.

Because of this, CHF would suggest that further USAID funding of employment generation activities at this time might include an expansion of the PEIP program into the Rafah Municipality, Khan Younis Municipality, and other municipalities located in the middle and south areas. In addition, CHF is in the process of preparing a program in cooperation with the Gaza Municipality to develop the Yamouk Sports field in the Gaza City Center, applying a labor-based approach.

A great number of requests for PEIP replication activities have been received over the last two years of implementation and are outlined below.

- In October 2001, Dr. Osama el-Frah, the mayor of Khan Younis sent a letter to CHF asking to expand the PEIP program to his municipality.
- The Governor of the Deir al-Balah, Mr. Abdallah Abu Samhadana appealed to CHF in July 2002 to include the middle area communities in the PEIP/VTP program.
- Dr. Emad Shaath, the Deputy Mayor of Rafah Municipality, the most southern Municipality in the Gaza Strip, called CHF on July 3, 2003, to inquire as to whether CHF might be able to collaborate with the municipality to implement an environmental improvement/employment generation project in Rafah. The purpose of this project would be to conduct a series of citywide clean-up activities in vacant lots and public spaces.
- Colonel Musa Abdel Nabi who works with PA Minister of Security Mohamed Dahlan approached CHF on July 8, 2003 to inquire as to whether CHF might be able to collaborate in Gaza City and in the Gaza North municipalities on the current wall painting campaign.

- July 9, 2003, the Municipality of Jabaliya sent a letter to CHF requesting assistance in wall painting.
- The mayors and governors of Qalqiliya, Tulkarem, Jenin, Hebron, Jericho, and Bethlehem, have called or visited the CHF offices in Ramallah and Nablus to inquire as to how they might collaborate with CHF to implement an environmental improvement/employment generation project in their localities.
- The Gaza Municipality has stated on numerous occasions during the 24-month PEIP program period that they would like to see an extension of the PEIP program for another year. Much needed employment generation activities could focus on the fencing of vacant lots using locally available materials, and the upgrading of municipal sports fields and other recreational areas for children in Gaza City.
- CHF and the Gaza Municipality preliminarily identified vacant lots comprising 120 dunams that would benefit from being fenced in so as to keep them clean. A request for funding with a cost of about \$150,000 in materials had been prepared. The lots concerned are public lands owned by the municipality.
- CHF has recently received a request from Beit Lahiya, Beit Hanoun and Jabaliya municipalities for funds made available to fence in cleaned vacant lots.

4. Annexes

4.1 Inventory of Unused Supplies



... ..

PEIP Inventory List Summary as of June 10, 2003

SL#	Item	Total
1	Unseal Supplies	4,697.20
2	Non-Expendable Equipment	33,873.65
3	Over Non-Expendable Equipment Over \$5000	58,645.14
	Total	97,215.98

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W. J. G. S. 1994

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Platymiscus

Post Graduate Certificate in English Language Program
 Certificate Training Program
 PGCEP & VLP Program Office
 P. 304, 11th Street, 11th Floor, Suite 1101,
 711, 10022 E. 11th Avenue, Suite 1101, Aurora, CO
 80012, USA
 Tel: 303.733.0000
 Fax: 303.733.0001
 Email: info@cepausa.com

4.2 Inventory of Other Expendable Equipment



Helping People Through
Community Habitat Finance

Unused Supplies as of June 10, 2003

PEIP Cc24010

No.	Item	Quantity	Price	Total NIS
1	Shovel with Stick	84.00	14.50	1,218.00
2	Hoe with Stick	114.00	7.69	876.66
3	Broome with Stick	194.00	5.13	995.22
4	Rake with Stick	166.00	5.13	851.58
5	Wheel Borrow	20.00	80.30	1,606.00
6	T-Shirt	228.00	7.69	1,753.32
7	Cap	236.00	2.99	705.64
8	Gloves	136.00	2.14	291.04
9	Stick Broom	766.00	2.14	1,639.24
10	Stick Shovel	176.00	7.69	1,353.44
11	Stick Hoe	91.00	5.13	466.83
12	Adjuster	75.00	8.55	641.25
13	Gallon Plastic	16.00	8.55	136.80
14	Shoes	14.00	20.50	287.00
15	Axe	48.00	19.70	945.60
16	Plastic Bags	20,788.00	0.30	6,236.40
17	Hamer	1.00	10.30	10.30
18	Overall Uniform	1.00	33.30	33.30
19	Cap Maxe	10.00	3.30	33.00
20	Manual Air pmp	2.00	19.70	39.40
21	Dust Mask	20.00	0.43	8.60
22	Iner wheel Tupe	21.00	14.50	304.50
Total NIS				20,433.12
Total US \$				\$4,697.27

Prepared By:

Hala Dallon

Checked By:

Approved By:

4.3 Inventory of Equipment

Non-Expendable Equipment

Project Officer: CH/PEIP
Project Number: 24010

Inventory Date: 10/6/2003

1. computers & printers

Code #	Ser. #	Date	Description (Include Model and/or Serial Number)	#	Procurement	Original Cost	Date of Acquisition	Present Condition	Present Location
L/01/01	1G17GTQ1M120	19/09/2001	Compaq Laptop	1	Purchase Request	\$3,260.35	19/08/2001	Good	Lisbolh
L/01/02	S/N 102K501295		Compaq EVO - CD RW - DVD Rom	1		\$320.00			
L/01/03			LG Monitor	1		\$149.00			
L/01/04			HP Key Board	1					
H1/01/01	S/N FR 22016072	31/07/2001	Computer HP Vectra	1	Purchase Request	\$1,168.00	31/07/2001	Good	Hama
H1/01/02	S/N 15243412		HP Monitor	1		\$320.00			
H1/01/03			HP Key Board	1		\$149.00			
H1/01/04			UPS Advise 600	1					
T/01/01	S/N FR 11532020	31/07/2001	Computer HP Vectra	1	Purchase Request	\$1,168.00	31/07/2001	Good	Taghreed
T/01/02	S/N 0538K43CE		Compaq Monitor	1		\$190.00			
T/01/03			HP Key Board	1		\$149.00			
T/01/04			UPS Advise 600	1					
H2/01/01	S/N FR 11532166	31/07/2001	Computer HP Vectra	1	Purchase Request	\$1,168.00	31/07/2001	Good	Hala
H2/01/02	CN10129406		S/N HP Monitor	1		\$190.00			
H2/01/03			HP Key Board	1		\$149.00			
H2/01/04			UPS Advise 600	1					
N/01/01	S/N NL 22419578	31/07/2001	Computer HP Vectra	1	Purchase Request	\$1,168.00	31/07/2001	Good	Nawal
N/01/02	S/N CN10124467		HP Monitor	1		\$190.00			
N/01/03			HP Key Board	1		\$168.00			
N/01/04			UPS Advise 600	1					
Na/01/01	S/N NL 22419600	24/09/2001	Computer HP Vectra	1	Purchase Request	\$1,207.06	24/09/2001	Good	Noel
Na/01/02	S/N CN10105708		HP Monitor	1					
Na/01/03			HP Key Board	1		\$150.00			
Na/01/04			UPS Advise 600	1					
H1/01/01	S/N FR 11532014	24/09/2001	Computer HP Vectra	1	Purchase Request	\$1,207.06	24/09/2001	Good	Hala
H1/01/02	CN 15245402		HP Monitor	1					
H1/01/03			HP Key Board	1		\$150.00			
H1/01/04			UPS Advise 600	1					
H1/01/05	FRFRG00023	25/07/2001	HP Laser Jet 2200 DYN	1	Purchase Request	\$1,036.00	25/07/2001	Good	Hama
H1/01/06	CN 09A23178	25/07/2001	HP Scan Jet 5370 C	1	Purchase Request	320	25/07/2001	Good	Office
H1/01/07	ES 1182707R	25/07/2001	HP Desk Jet 950 C "colour Printer"	1	Purchase Request	240	25/07/2001	Good	Office
H1/05/05	FRFRG00023	25/07/2001	HP Laser Jet 2200 DYN	1	Purchase Request	1036	25/07/2001	Good	Office
A/01/06	CNCRN00162	24/09/2001	HP Laser Jet 1200 DYN	1	Purchase Request	408.84	24/09/2001	Good	Alan

Mansour Sisalem
Wisam Gora
Halla Dalou

HA

Almaz

2. Furnitures

L/02/01	10/07/2001	Desk + Drawers + Cabinet-File Cabinet with overall size 210 * 95 * 75	1	Purchase Request	250.00	10/07/2001	Good	Liesbeth
L/02/02	10/07/2001	Small Table with overall size 75 * 60 * 110	1	Purchase Request	90.00	10/07/2001	Good	Liesbeth
L/02/03	10/07/2001	Computers Table with overall size 75 * 60 * 110	1	Purchase Request	60.00	10/07/2001	Good	Liesbeth
L/02/04	10/07/2001	MDF Books Shelves with Cabinet on the Bottom	1	Purchase Request	190.00	10/07/2001	Good	Liesbeth
L/02/05	10/07/2001	Manager Chair	1	Purchase Request	100.00	10/07/2001	Good	Liesbeth
L/02/06	10/07/2001	Meeting Chair	4	Purchase Request	160.00	10/07/2001	Good	Liesbeth
L/02/07	28/08/2001	Advertising Board Overall Size 240 * 120 Cm	1	Purchase Request	57.74	28/08/2001	Good	Liesbeth
L/02/08	12/01/2002	Hanges (Clothes)	1	Purchase Request	8.99	12/01/2002	Good	Liesbeth
L/02/09	10/07/2001	White Board	1	Purchase Request	120.00	10/07/2001	Good	Liesbeth
T/02/01	10/07/2001	Desk+ Drawers+ Cabinet with overall size 190 * 90 * 70	1	Purchase Request	235.00	10/07/2001	Good	Tariq
T/02/02	10/07/2001	Small Table with overall size 75 * 60 * 110	1	Purchase Request	90.00	10/07/2001	Good	Tariq
T/02/03	10/07/2001	Computers Table with overall size 75 * 60 * 110	1	Purchase Request	60.00	10/07/2001	Good	Tariq
T/02/04	10/07/2001	MDF Books Shelves with Cabinet on the Bottom	1	Purchase Request	190.00	10/07/2001	Good	Tariq
T/02/05	10/07/2001	Executive Chair	1	Purchase Request	90.00	10/07/2001	Good	Tariq
T/02/06	10/07/2001	Meeting Chair	4	Purchase Request	160.00	10/07/2001	Good	Tariq
T/02/07	28/08/2001	Advertising Board Overall Size 240 * 120 Cm	1	Purchase Request	57.74	28/08/2001	Good	Tariq
T/02/08	12/01/2002	Hanges (Clothes)	1	Purchase Request	8.99	12/01/2002	Good	Tariq
A/02/01	10/07/2001	Desk+ Drawers+ Cabinet-File Cabinet2 with overall size 190 * 90 * 70	1	Purchase Request	235.00	10/07/2001	Good	Alaa
A/02/03	10/07/2001	Computers Table with overall size 75 * 60 * 110	1	Purchase Request	60.00	10/07/2001	Good	Alaa
A/02/04	10/07/2001	MDF Books Shelves with Cabinet on the Bottom	1	Purchase Request	190.00	10/07/2001	Good	Alaa
A/02/05	10/07/2001	Executive Chair	1	Purchase Request	90.00	10/07/2001	Good	Alaa
A/02/06	10/07/2001	Executive Chair	1	Purchase Request	90.00	10/07/2001	Good	Alaa
A/02/07	10/07/2001	Meeting Chair	2	Purchase Request	80.00	10/07/2001	Good	Alaa
A/02/08	10/07/2001	Desk With Drawers Overall Size 60 * 120 * Cm	1	Purchase Request	97.50	10/07/2001	Good	Alaa
A/02/09	10/07/2001	Desk With Drawers Overall Size 60 * 120 * Cm	1	Purchase Request	97.50	10/07/2001	Good	Alaa
A/02/10	12/01/2002	Hanges (Clothes)	1	Purchase Request	8.99	12/01/2002	Good	Alaa
A/02/11	20/09/2001	MDF Books Shelves with Cabinet on the Bottom	3	Purchase Request	299.31	20/09/2001	Good	Alaa
A/02/12	20/12/2001	Advertising Board 80*120 cm	2	Purchase Request	33.72	20/12/2001	Good	Alaa
N/02/01	10/07/2001	Desk+ Drawers+ Cabinet- File Cabinet with overall size 190 * 90 * 70	1	Purchase Request	235.00	10/07/2001	Good	Nawal
N/02/03	10/07/2001	Computers Table with overall size 75 * 60 * 110	1	Purchase Request	60.00	10/07/2001	Good	Nawal
N/02/04	10/07/2001	MDF Books Shelves with Cabinet on the Bottom	1	Purchase Request	190.00	10/07/2001	Good	Nawal
N/02/05	10/07/2001	Executive Chair	1	Purchase Request	90.00	10/07/2001	Good	Nawal
N/02/06	10/07/2001	Meeting Chair	1	Purchase Request	40.00	10/07/2001	Good	Nawal
N/02/08	12/01/2002	Hanges (Clothes)	1	Purchase Request	8.99	12/01/2002	Good	Nawal
N/02/11	28/08/2001	Table Overall Size 60 * 120 * Cm	1	Purchase Request	63.51	28/08/2001	Good	Nawal
N/02/12	28/08/2001	Advertising Board Overall Size 240 * 120 Cm	1	Purchase Request	57.74	28/08/2001	Good	Nawal
N/02/13	28/08/2001	Meeting Chair	2	Purchase Request	42.85	28/08/2001	Good	Nawal
Na/02/01	10/07/2001	Desk+ Drawers with overall size 190 * 90 * 70	1	Purchase Request	235.00	10/07/2001	Good	Nael
Na/02/03	10/07/2001	Computers Table with overall size 75 * 60 * 110	1	Purchase Request	60.00	10/07/2001	Good	Nael
Na/02/05	10/07/2001	Executive Chair	1	Purchase Request	90.00	10/07/2001	Good	Nael
Na/02/07	10/07/2001	Advertising Board	1	Purchase Request	100.00	10/07/2001	Good	Nael
Na/02/08	20/12/2001	Advertising Board 80*120 cm	1	Purchase Request	16.86	20/12/2001	Good	Nael
Na/02/04	20/09/2001	MDF Books Shelves with Cabinet on the Bottom	1	Purchase Request	103.93	20/09/2001	Good	Nael
Na/02/06	12/01/2002	Hanges (Clothes)	1	Purchase Request	8.99	12/01/2002	Good	Nael
Na/02/11	28/08/2001	Table Overall Size 60 * 120 * Cm	1	Purchase Request	63.51	28/08/2001	Good	Nael
Na/02/13	10/07/2001	Meeting Chair	1	Purchase Request	40.00	10/07/2001	Good	Nael
Na/02/01	07/05/2002	Desk+ Drawers+ Cabinet with overall size 175 * 70 * 70	1	Purchase Request	78.10	07/05/2002	Good	Hama

ff Mansour Sisakim
Wisam Farah
Hala Dahan

14

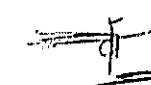


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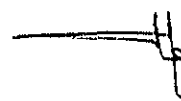
H/02/03		10/07/2001	Computers Table with overall size 75 * 60 * 110	1	Purchase Request	80.00	10/07/2001	Good	Hama
H/02/04		10/07/2001	MDF Books Shelves with Cabinet on the Bottom	1	Purchase Request	190.00	10/07/2001	Good	Hama
H/02/05		10/07/2001	Executive Chair	1	Purchase Request	80.00	10/07/2001	Good	Hama
H/02/06		06/01/2002	Executive Chair	1	Purchase Request	44.64	06/01/2002	Good	Hama
H/02/12		20/12/2001	Shelves daily size 75*82*38	1	Purchase Request	22.47	20/12/2001	Good	Hama
H/02/13		20/12/2001	Cabinet Keys	1	Purchase Request	33.71	20/12/2001	Good	Hama
H/02/14		20/12/2001	Cabinet with Shelves for Printer	1	Purchase Request	56.18	20/12/2001	Good	Hama
H/02/08		12/01/2002	Hanges (Clothes)	1	Purchase Request	8.99	12/01/2002	Good	Hama
H/02/15		07/05/2002	Fan Cabinet	2	Purchase Request	102.88	07/05/2002	Good	Hama
H/02/06		10/07/2001	Meeting Chair	2	Purchase Request	80.00	10/07/2001	Good	Hama
H/02/07		20/12/2001	Advertising Board 80*120 cm	1	Purchase Request	16.86	20/12/2001	Good	Hama
Z/02/08		12/01/2002	Hanges (Clothes)	1	Purchase Request	8.99	12/01/2002	Good	Ziyad
Z/02/16		30/09/2001	Medical Emergency Bag	1	Purchase Request	17.42	30/09/2001	Good	Ziyad
M/02/07		20/12/2001	Advertising Board 80*120 cm	1	Purchase Request	16.86	20/12/2001	Good	Meeting R.
M/02/09		28/08/2001	Wright Board Overall Size 240 * 120 Cm	1	Purchase Request	46.19	28/08/2001	Good	Meeting R.
M/02/09		28/08/2001	Meeting Chair	10	Purchase Request	214.32	28/08/2001	Good	Meeting R.
M/02/11		28/08/2001	Table Overall Size 80 * 120* Cm	2	Purchase Request	127.02	28/08/2001	Good	Nawal

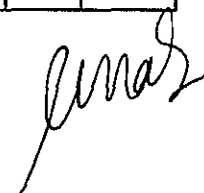
3. Other Equipments

H/03/01	IBAF A002057	08/07/2001	Fax Machine "Panasonic"	1	Purchase Request	\$939.32	08/07/2001	Good	Hama
Z/03/01	SF 2220 SN 15600105	22/09/2001	Copier Machine SHARP	1	Purchase Request	\$2,593.00	22/09/2001	Good	Ziyad
H/03/02	8F02428	12/08/2001	Camera (Kanon F850) Auto flash	1	Purchase Request	\$94.88	12/08/2001	Good	Hama
H/03/02	8F02428	12/08/2001	Camera (Kanon F850) Auto flash	1	Purchase Request	\$94.88	12/08/2001	Good	Hama
H/03/03	13 - 6261 - 0 - 97100	08/07/2001	Audi Line " Telephone"	1	Purchase Request	\$789.23	08/07/2001	Good	Hama
H/03/04	CA 29804 19201 7335	08/07/2001	Answering Machine	1	Purchase Request	\$100.00	08/07/2001	Good	Hama
L/03/01	138495	08/07/2001	Caller ID / Call - Waiting	1	Purchase Request	\$70.00	08/07/2001	Good	Liesbeth
L/03/02	0DBV 1284054	09/07/2001	Panasonic	1	Purchase Request	\$28.78	09/07/2001	Good	Liesbeth
A/03/02	7JADF 108904	09/07/2001	Panasonic	1	Purchase Request	\$28.78	09/07/2001	Good	Alaa
N/03/02	KX - TS15 MX - W 9KCLA121573	09/07/2001	Panasonic	1	Purchase Request	\$28.78	09/07/2001	Good	Nawal
N/03/02	KX - TC256BX - B 8DECKB051832	09/07/2001	Panasonic	1	Purchase Request	\$28.78	09/07/2001	Good	Nael
Z/03/02		26/07/2001	Refrigerator	1	Purchase Request	\$311.00	26/07/2001	Good	Ziyad
Z/03/04		19/08/2001	Filter American Board Flowmatic	1	Purchase Request	\$300.00	19/08/2001	Good	Ziyad
O/03/06		27/08/2002	Microsoft office XP Professional (5 computer + one laptop)	6	Purchase Request	\$3,884.49	27/08/2003	Good	Office

\$33,873.65

 Marwan Sisalem
 Wisam Farah
 Hady Dahan





Other Non-Expendable Equipment Over \$ 5000

Project Office : CHH PEIP
Project Number: 24010

Inventory Date: 10/06/2003

Code #	Ser. #	Date	Description (include Model and/or Serial Number)	#	Procurement	Original Cost	Date of Acquisition	Present Condition	Present Location
Z/03/03		18/07/2001	Generator PEVKIUS PVA 50	1	purchase Request	\$7,185.63	18/07/2001	Good	Office
L/03/03	1G1JC524X17383326	20/09/2001	Car Chevrolet Cavalier/Engine 2200cc HP 115	1	Purchase Request	\$25,729.75	20/09/2001	Good	Liesbeth
T/03/03	1G1JC524217377374	20/09/2002	Car Chevrolet Cavalier/Engine 2200cc HP 115	1	Purchase Request	\$25,729.75	20/09/2001	Good	Tareq
						\$58,645.13			

Mansour Sisalew
Wisam Farah
Waleed Dalou

[Signature]

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4.4 Annex to the Memorandum of Understanding with the Gaza Municipality

Municipality of Gaza

July, 2001

Annex to the Memorandum of Understanding

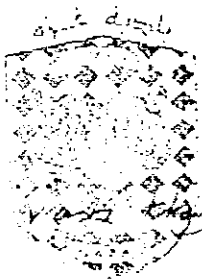
Reference to the MOU dated on July 8, 2001, which was signed and agreed upon by the Mayor of Gaza Municipality, Mr. Adnan Shawa, referred to as the First Party and CHF Program Director, Mrs. Lesbeth Zonneveld referred to as the Second Party. Both parties agreed on the notion of calculating the Matching Contribution by the Municipality throughout the life of Project.

Explanation of Gaza municipality contribution costs

A. Disposal costs

1- Municipality direct total cost (including landfill equipment depreciation)

Description	Unit	Unit cost in NIS	# of units	Total cost
1- Salaries				
a. Engineer	month	2,500.00	1.00	2,500.00
b. Health Inspector	month	2,300.00	1.00	2,300.00
c. Supervisor	month	2,000.00	1.00	2,000.00
d. Driver	month	1,800.00	2.00	3,600.00
e. Weigh bridge reader	month	1,800.00	2.00	3,600.00
f. Guard	month	1,200.00	2.00	2,400.00
Total salaries				16,400.00
2- Equipment Depreciation				
a. Landfill services office	month	2,500.00	1.00	2,500.00
b. Weigh bridge computers	month	40,500.00	1.00	40,500.00
c. Hazardous waste cell	month	3,125.00	1.00	3,125.00
d. Equipments	month	11,309.00	1.00	11,309.00
Total				57,434.00
3- Running costs				
a. Maintenance	month	7,000.00	1.00	7,000.00
b. Fuel	month	13,800.00	1.00	13,800.00
c. Insurance	month	1,000.00	1.00	1,000.00
Total				21,800.00
4- Covering materials				
Sand and clay	month	15,000.00	1.00	15,000.00
Smooth debris	month	3,000.00	1.00	3,000.00
Total				18,000.00
Total Municipality direct total cost				113,634.00
Amount collection of solid waste in tons per month				13,600.00
Total cost per ton in NIS				8.42
Total cost per ton in \$				\$ 2.00



Dir. of H.E.E.
G.M.



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2: Deterioration of landfill and surrounding land

Description	Total cost in NIS
1. Excavation of landfill - 5 hour * 24 day * NIS 2000 cost per hour	24,000.00
2. Rent of long term machine	6,500.00
3. Cost of supplying a lot - 500 cubic meter of water - 100 cubic meter 5 \$/m ³	5,000.00
Total in NIS	35,500.00
Total in Dollar	10,214.29
Amount collection of solid waste in ton per month	13,500.00
Total in Dollar per ton	\$ 1.50

3: Deterioration of Asphalt road

Deterioration of asphalt road of 2 km to the center of asphalt road inside the landfill of 9.0 m and emergency agricultural road 5.5 km covering sub-layers of surface base-course and continuously spraying of water to avoid the dust

1: Equipment running costs

Description	Hour	Day	Cost/hour in NIS	Total
Grader machine	5	1	800	4,000.00
Wheel loader	5	1	70	350.00
Tipper	5	1	70	350.00
Spraying water by jetter	5	1	200	1,000.00
Total equipment running costs				5,700.00

2: Layer of Kurbar

Street overall size of 7m width * 6,200 length * 2.10 cubic depth - in cubic meters	76,440.00
Cost of 1 m per month = 20 NIS/cubic meter 36 months	0.56
Total Layer of Kurbar	42,466.67

3: Layer of base course

Street overall size of 7m width * 6,200 length * 2.10 depth - in cubic meters	76,440.00
Cost of 1 m per month = 30.5 NIS/cubic meter 36 months	0.85
Total	64,761.67

Total cost per month	124,528.33
Amount collection of solid waste in ton per month	13,500.00
Total cost per ton in NIS	9.25
Total deterioration of asphalt road cost per ton in \$	\$ 2.20

Nasri Khayel



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B. Neighborhood cleaning running costs & equipment depreciation

1. Trucks running costs

Description	Unit cost in NIS per hour
Wheel loader	50
Tractor	50
Tractor Trailer	50
Tractor	50
Excavator	50

2. Container depreciation

Descriptions	Amount
Unit cost	\$ 70
Proposed life	3 years
Depreciation / year	\$6.57
Depreciation / month	\$4.72

C. Public Awareness Campaign running costs per month

Office availability for public awareness section staff =	\$ 300.00
Electricity bill, computers, photo copier and others =	\$ 200.00
Total Public Awareness Campaign running costs	\$ 500.00

D. Training costs by Municipality

Staff of the Health & Environment Department will provide training on the job and formal training to the new female staff working in the Public Awareness Section. The courses will be about solid waste management, environmental protection, preventing health and food control.

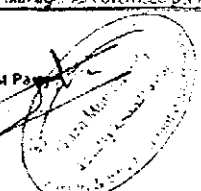
Municipal contribution is estimated at \$700 per month.

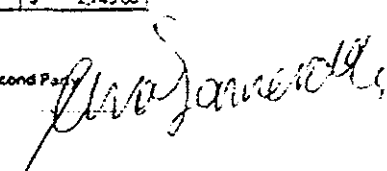
E. Municipal Laborers salaries

# of laborers	30
Monthly salary \$	300.00
Total salaries \$	\$9,000.00

F. Municipal Management overhead per month

Description	Unit cost
Monthly management expenses of Municipal management	\$ 91,500.00
Sharing %	3%
Total Municipal Management overhead per month	\$ 2,745.00

Nashri Hayat
First Page


Second Page


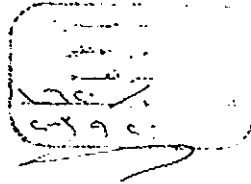
4.5 Letter from Gaza Municipality on the Hiring of PEIP Laborers

THE PALESTINIAN
NATIONAL AUTHORITY
MUNICIPALITY OF GAZA



السلطة الوطنية الفلسطينية
بلدية غزة

OFFICE OF THE MAYOR



مكتب رئيس البلدية

01.09.2003

To: Ms. Liesbeth Zonneveld
Program Director
Palestinian Environmental Improvement Program
CHF International
Gaza City

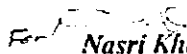
Dear Ms. Zonneveld,

The Municipality of Gaza City is pleased to inform you that 50 persons, who were previously employed under the PEIP program, are now permanently employed, full-time, by the Gaza Municipality.

In addition to that, the Municipality has hired 32 persons previously employed under PEIP, as temporary hires for a period of minimal 3 months.

Please find the attached list with the above mentioned persons, signed by me, the Director General, and the Head of the Health and Environment Department.

Sincerely yours,

For: 
Nasri Khayal
Mayor, Gaza City

01/06/2003

CHF PEIP Employees new permanent hired by the Municipality of Gaza

Ser. #	CHF Job #	Muni Job #	Name	ID	Titel	Hire date	B. Salary	Contract
1	1406	1173	Zohor Elmer Hish Kwaader	925718231	Sweeper	July 15, 2002	1,123.70	Daily
2	1409	1174	Simone Said Eltwel Deef	925995791	Sweeper	July 15, 2002	1,123.70	Daily
3	1506	1175	Ramadan Elmerodan Naser El Masha	925485070	Sweeper	July 15, 2002	1,123.70	Daily
4	1556	1176	Ali Mustafa El Anot Shunar	916267537	Sweeper	July 15, 2002	1,123.70	Daily
5	1555	1179	Abd Elhameed Elmal El Mafem	911081175	Sweeper	July 15, 2002	1,123.70	Daily
6	1457	1177	Mohammed Akram Mtr Aher	910490730	Sweeper	July 15, 2002	1,123.70	Daily
7	1103	1118	Qharon Abd El Lateef Khlee Abd El Nam	920615754	Sweeper	July 15, 2002	1,123.70	Daily
8	2218	1100	Qwata Khel Yosef Abo Amsha	921070954	Sweeper	July 15, 2002	1,123.70	Daily
9	1603	1181	Amr Mohamed Mennad El B. nead	918182341	Sweeper	July 15, 2002	1,123.70	Daily
10	1252	1152	Yosef Emden Mohammed F. Akasak	911158179	Sweeper	July 15, 2002	1,123.70	Daily
11	1219	1213	Baher Hnal Masood Hgag	919440135	Sweeper	May 28, 2003	1,073.70	Daily
12	2101	1214	Mohammed Shieck Elmal Abo L. Kas	921180102	Sweeper	May 28, 2003	1,073.70	Daily
13	1193	1215	Elmad Mohamed Elmal El Hnamm	911209179	Sweeper	May 28, 2003	1,073.70	Daily
14	1608	1216	Tuliek Elhameed Mohammed Hbeed	910217057	Sweeper	May 28, 2003	1,073.70	Daily
15	1200	1217	Ramadan Saied Shanton Nola	907431852	Sweeper	May 28, 2003	1,073.70	Daily
16	1401	1218	Amr Elshaker Elmal Abo Dulla	911054501	Supervisor	May 28, 2003	1,073.70	Daily
17	1507	1219	Husam Yones Eltheem Abo GLal	912906245	Sweeper	May 28, 2003	1,073.70	Daily
18	1751	1220	Elmad Masha Ay Abo Hahesh	911191052	Sweeper	May 28, 2003	1,073.70	Daily
19	1707	1221	Mohammed Mahmoud Mohammed Ziaot	917370790	Sweeper	May 28, 2003	1,073.70	Daily
20	1251	1222	Bahat Ramadan Mohammed Awaad	912857042	Sweeper	May 28, 2003	1,073.70	Daily
21	2277	1223	Elmad Eltheem Almal	913066130	Sweeper	May 28, 2003	1,073.70	Daily
22	1011	1224	Nemr Mohammed Deeb El Gamal	911225446	Sweeper	May 28, 2003	1,073.70	Daily
23	1105	1225	Khamees Ala Elmal El Mufah	932955778	Sweeper	May 28, 2003	1,073.70	Daily
24	1514	1226	Osama Elmad Kamel El Mafem	911054501	Supervisor	May 28, 2003	1,073.70	Daily
25	2154	1227	Mohammed Salem Ahmed El Alar	916101250	Sweeper	May 28, 2003	1,073.70	Daily
26	2276	1228	Nemr Abo Al Mahd Abu Amr	900286315	Sweeper	May 28, 2003	1,073.70	Daily
27	1307	1229	Mohammed Abd Eltheem Masha Hs	900319053	Sweeper	May 28, 2003	1,073.70	Daily
28	1557	1230	Elmad Elmal Mohammed Shabier	903408607	Sweeper	May 28, 2003	1,073.70	Daily

01/09/2003

CHF PEIP Employees new permanent hired by the Municipality of Gaza

29	2341	1231	Ramadan Omar Mahmoud Yaseen	915931152	Sweeper	May 28, 2003	1,073.70	Daily
30	2204	1232	Imen Bikat Malesh Brian	907125643	Sweeper	May 28, 2003	1,073.70	Daily
32	404	1235	Motasein Mohammed Husan Shaida	903589148	Sweeper	May 28, 2003	1,073.70	Daily
32	1624	1233	Naser Darius Mohammed El Reeh	922500293	Sweeper	May 28, 2003	1,073.70	Daily
33	504	1234	Amal Mohammed Othman El Bog	905335075	Sweeper	May 28, 2003	1,231.00	Daily
34	503	1204	Chabsem Hassan Farhan Shimalah	931270017	Sweeper	March 28, 2003	1,123.00	Daily
35	505	1205	Saber Hamed Owda Shimalah	931648010	Sweeper	March 28, 2003	1,123.00	Daily
36	915	2301	Ali Abd El Fattah Fraih Rdrva	918546104	Laborer	February 20, 2003	1,152.00	Daily
37	304	1173	Asa Mahmoud Mohammed Zkout	9003422627	Public Awareness	May 28, 2003	1,458.80	Long term
38	311	1174	Emar Wael Saad Shilada	936188975	Public Awareness	May 28, 2003	1,458.80	Long term
39	914	1237	Gineza Sheran Ebraheim Abu Hamar	905383535	Sweeper female	May 27, 2003	500.00	Daily
40	957	1238	Ghazal Esmat Husan El Juarant	950011053	Sweeper female	May 27, 2003	500.00	Daily
41	956	1239	Nasma Farah Salem Alana	951102147	Sweeper female	May 27, 2003	500.00	Daily
42	941	1240	Fahmy Ahmad Mohammed Abu Ryala	915926430	Sweeper female	May 27, 2003	500.00	Daily
43	952	1241	Wedad Fathi Ahmed El Ashkar	928156155	Sweeper female	May 25, 2003	500.00	Daily
44	335	1502	Seema Khleel Hashem Shaat	936561703	Public Awareness	May 25, 2003	1,742.27	Long term
45	336	1513	Moh Ahmed Aliya Elmpber	908745174	Public Awareness	May 25, 2003	1,821.00	Long term
46	307	1490	Edwa Yosa Husan Khari	915965139	Public Awareness	November 25, 2001	1,742.27	Long term
47	308	1502	Amal El sayed Hassan El Shwabeih	900185512	Public Awareness	May 25, 2003	1,821.00	Long term
48	309	2218	Wedad Raghieb Taha Marjan	900930154	Public Awareness	May 25, 2003	1,742.27	Long term
49	310	1512	Nwal Mohammed Khleel El Zannech	410510293	Public Awareness	March 25, 2002	1,745.00	Long term
50	317	1172	Fahma Elrab El El Deen El Dayan	903316412	Library emp.	April 28, 2003	1,231.38	Long term

Abdel Hahim Abulkhanna

Director of Health and Environment Department

Municipality of Gaza

Mohammed Akram Saqer Haila

General Director

Municipality of Gaza

Nasri Khayat

Mayor of Gaza City

Municipality of Gaza

[illegible]

Robert A. Boyd
Mayor of Casa City
Member, party of Casa

4.6 Letters of Appreciation

No.	Date	Name of NGOs	Name of Contact Person	Type of Cooperation
1.	24/09/2002	Palestine Avenir for Childhood Foundation	Mrs. Abeer Abu Ramadan	Theater Show & Cleaning Campaign
2.	9/01/2003	EL Zaytoun Neighborhoods Committee	Mr. Jamal EL Hadad	Cleaning Vacant lot No. 46 – Zatyoun
3.	10/02/2002	Rashad Shawwa Cultural Center	Mr. Said Kh.Abu Ramadan	Training
4.	08/04/2003	Bader School – Directorate of Education-Gaza	Mrs. Saher Harb	Cleaning Campaign
5.	17/08/2002	Remal North neighborhoods committee	Mr. Ahmed Taha	Cleaning Vacant lot No. 566 – Remal North
6.	14/01/2003	Ahmed Shawqi School - Directorate of Education-Gaza	Mrs. Tamam EL Zmaly	Environmental Club
7.	23/11/2002	Zokour Hashem School - Directorate of Education- Gaza	-	Cleaning Campaign
8.	19/10/2002	مجلس القضاء الاعلى	Mr. Ahmed EL Ameer	Cleaning Campaign
9.	30/05/2002	Hope Institute for Orphanage	Mr. Aied El Jerjawi	Recreation Garden Children
10.	25/07/2002	Omer Ben EL Aa's School - Directorate of Education- Gaza	Mrs. Randa Modoghk	Environmental Club & Environmental club
11.	-	Ministry of Local Government	Mr. Ismaiel Abu Shamala	Recreation Garden Children
12.	20/05/2002	General Security – Gaza (المصليات)	Mr. Abed El Razaq El Majaïda	Cleaning Campaign
13.	-	EL Zahrea Secondary School - Directorate of Education-Gaza	Mrs. Fayzah Dahlan	Cleaning Campaign & Environmental Club
14.	10/09/2002	Council of the Arab Orthodox church committee- Gaza	Borders	Cleaning Campaign
15.	24/08/2002	Banat Gaza School - Directorate of Education-Gaza	Mrs. Amnah El Nabaheen	Cleaning Campaign & Environmental Club
16.	9/07/2001	General Security - المخبرات	Mr. Abu El Majed	Cleaning Campaign
17.	04/04/2001	Associating of Palestinian Local Authorities	Eng. Adel El Qazzaz	Cleaning Campaign
18.	-	El Sabra Committee	Mr. Yassen El Jamsy	Cleaning Campaign
19.	11/11/2001	The Higher commission for investment & finance	Mr. Emad El Halaby	Cleaning Campaign
20.	10/11/2001	Ministry of Planning & International cooperation	Mr. Zaky Qudah	Cleaning Campaign
21.	03/01/2002	Remal South Committee	Mr. Khames Khieal	Cleaning Campaign
22.	07/01/2002	Beach School - Directorate of Education-Gaza	-	Cleaning Campaign
23.	29/08/2002	Remal North- Committee	Mr. Mazen Abu Sheiha	Environmental Summer club
24.	26/01/2002	Sousy Furniture co.	-	Cleaning Campaign
25.	11/03/2002	Remal North committee	Mrs. Sahrifa Abu Shrar	Cleaning Vacant lot No. 324 – Remal North
26.	06/05/2002	مديرية الإنشاءات الأمنية	Mr. Khader Marouf	Cleaning Campaign
27.	04/08/2001	Naser Committee	Mr. Mohammed Hasiean	Cleaning Campaign
28.	2/08/2002	Sabra Neighborhoods Committee	Neighborhoods Committee	Cleaning Campaign
29.		Naser Neighborhoods Committee	Neighborhoods Committee	Cleaning Campaign
30.		Sabra Neighborhoods Committee	Neighborhoods Committee	Cleaning Campaign
31.	17/05/2003	Society of Scientific Research & Studies	Mr. Jamal El Rayes	Cleaning Campaign
32.		Dalal El Mokhraby School - Directorate of Education-Gaza	Mrs. Zeaneb Aoudalil	Cleaning Campaign
33.		El Shjeia School - Directorate of Education-Gaza	Mrs. Fatena Akela	Cleaning Campaign
34.		The first Arabia scout society	Mr. Meighkel El Jelda	Cleaning Campaign
35.	14/01/2003	Ministry of Youth & Sport	Mr. Sa'ab EL Yazjey	Cleaning Campaign
36.	23/12/2002	Daraj Neighborhoods Committee	Mrs. Hanan El Sory	Cleaning Vacant lot No. 126 – Daraj
37.		SH Radwan Neighborhoods Committee	Mr. Ahmed EL Natour	Cleaning Campaign
38.	12/05/2003	Shejeia Neighborhoods Committee	Mr. Shaer Khmash	Cleaning Campaign
39.	12/10/2001	Municipality of Gaza	Mr. Nasery Khieal	Participating

4.7 School Programs and Environmental Summer Camps

School Program

Form 1 April 2002 to 1 June 2002

CHF co-operation with the Ministry of Education, Agricultural Development Association and Palestine Avenir for childhood foundation for working with children in 10 environmental schools club which beneficiaries more than 350 student.

- ✓ Rames Fakhrah
- ✓ Hasan Salama
- ✓ Basher El Rayes
- ✓ AL Yamok
- ✓ Aeen Jalout
- ✓ Ahmed Shawqy
- ✓ AL Jaliel
- ✓ Khaled AL Alami
- ✓ Amro Ben AL Ass
- ✓ Khalile AL Wazer

Environmental summer camp for kids:

From 25 July 2002 to 25 May 2003

❖ The public awareness staff coordinate with the following institution to held summer camp with children:

- ✓ Old City Iben EL haythem School
- ✓ El Tufah El Tufah Sport Club
- ✓ EL Daraj EL Braeam Kindergarten
- ✓ Rimal North Women Activate Center
- ✓ Rimal North El Basam Kindergarten
- ✓ Shiekh Radwan Rafiq EL Salmi Support embassy
- ✓ Turkman EL Zaherh kindergarten
- ✓ Tel EL Hawa Islamic embassy
- ✓ EL Daraj Culture and since association

Public awareness staff selected the vacant lots, which will still environmental problems in it for holding summer camp around it.

Objectives of the camp.:

- ✓ Increasing awareness of children towards environmental issues in (school, home and streets) and enhancing their attitudes towards environment through several participatory and technical activities and games.
- ✓ Enhancing and participating children for responsibilities in keeping the vacant lots clean in the neighborhoods, which cleaned by program.

Target Group:

- ✓ Form 25 to 50 childe whose ages between 8-15 from both genders in 9 areas which beneficiaries 280 child.

Activities:

- ✓ Presentation about PEIP
- ✓ Goals of PEIP
- ✓ Filed trip to vacant lots
- ✓ Home visits around the vacant lots
- ✓ Lecture about environment through a game
- ✓ Drawing by wax pens/Natural scenes
- ✓ TV. & Video
- ✓ Theater shows
- ✓ Cut & Paste
- ✓ Environmental play
- ✓ Environmental Songs
- ✓ Open discussion about environmental issues

School Program

Form 1 October 2002 to 28 May 2003

Public Awareness Staff arrange with 14 schools to implementation the school programs in co-operation with ministry of Education (directorates of school health) to formalization healthy community, and this visits targeted more than 380 student.

• Imam Shafi School	Sabra
• Bader School	Judieda
• Shijale'a School	Turkman
• Shohda'a Gaza School	Tufah
• Omer Ben AL A'as School	SH Radwan
• Safad School	Zaytoun
• Iben EL Haitham School	Old City
• El Ramal School	Daraj
• Majd'a El Wasela School	Remal North
• El Kahera School	Remal North
• Shiekh Ajleen School	SH Ajleen
• EL Jalil School	Remal South
• Hasan Salama School	Naser
• Roqiea School	Tel El Hawa

Public Awareness Staff distribute 350 Special Environmental Uniform for school Environmental Club.

4.8 Gaza Municipality Matching Contributions: June 2001 – June 2003

Palestinian Environmental Improvement Program (CHE-PEIP)

(June 11, 2001 – June 10, 2003)

Match (In Cash/Kind) Worksheet

Prepared By

Project Name

Cost Center Number

Contract Number

Total in-kind match obligation per contract

Total amount of in-kind match for this period (July 1, 2001 – September 30, 2001)

Total amount of in-kind match for this period (October 1, 2001 – December 31, 2001)

Total amount of in-kind match for this period (Jan 1, 2002 – March 31, 2002)

Total amount of in-kind match for this period (April 01, 2002 – June 30, 2002)

Total amount of in-kind match for this period (July 1, 2002 – September 30, 2002)

Total amount of in-kind match for this period (October 1, 2002 – December 31, 2002)

Total amount of in-kind match for this period (Jan 1, 2003 – Mar 31, 2003)

Total amount of in-kind match for this period (April 1, 2003 – June 10, 2003)

Total in-kind match on June 11, 2003

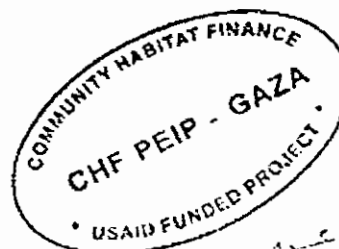
Hala Saba
CHE-PEIP
24010
294-A-00-01-00116-00
Municipal Cont.
\$819,265.00
162,501.63
98,402.89
105,201.99
98,551.00
94,671.00
85,567.00
79,593.50
379,093.74
\$1,103,582.75

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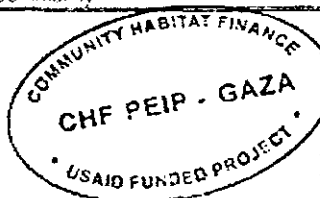


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Goods Or Services Contributed in kind by Local Community
October 2001 through May 2003

Goods or services contributed in kind by Local Community	Amount
<u>g Training contributed by Red Crescent</u> First Aid training course for 31 persons in November 2002 (45.5 hours*\$35 fees) Family planning training course for 11 persons in October 2002 (12 hours*\$35 fees) First Aid training course for 31 persons in December 2002 (28 hours*\$35 fees) First Aid training course for 28 persons in December 2002 (28 hours*\$35 fees) Preparing new public awareness and surveyors staff (52 hours*\$10 sharing per hour) Gardening training course in October 2002 (Course cost \$2,600-Course fees \$2,000) Gardening training course in April 2002 (Course cost \$2,600-Course fees \$2,000) Solid doses of traps training Course in December 2002 cost \$3,500-Course fees \$2,500) The Islamic university of Gaza training courses (\$5,307 Courses costs - \$2,400 Courses fees) Hair dressing training courses through Oct - Feb 2003 <div style="text-align: right;">Sub total</div>	1,592.50 420.00 980.00 980.00 520.00 600.00 600.00 1,000.00 2,907.00 5627.91 \$15,227.41
<u>h Health Insurance Contributed by local Community</u> Health insurance fees paid by employees out of unit costs in Oct 01 through May 03 (235 person months*NIS 59 * 20 months/4 35 rate of 1\$) <div style="text-align: right;">Sub total</div>	63,747.13 \$63,747.13
<u>i Time donated by local community in cleaning</u> (3,760 person *working day * \$300 monthly salary /26 days) <div style="text-align: right;">Sub total</div>	43,384.62 \$43,384.62
<u>j Local community contribution in Public Awar. Campaign</u> (31,620 persons *working hour * \$400 monthly salary /26 days 6.5 hours) <div style="text-align: right;">Sub total</div>	74,840.24 \$74,840.24
<u>k Workman Compensation Contributed by laborers</u> (Workman compensation fees paid by employees out of unit costs in Oct 01 through May 03) <div style="text-align: right;">Sub total</div>	9,604.19 \$9,604.19
<u>l Liability 3rd party Contributed by laborers</u> (Third party liability fees paid by employees out of Unit costs in Oct 01 through May 03) <div style="text-align: right;">Sub total</div>	1,036.54 \$1,036.54
<u>m Transportations expenses for Project Contributed by laborers</u> Employees transportation fees paid from employees unit costs in Oct 01 through May 03 (5,240 person months*NIS 3 * 26days/4 35 rate of 1\$) <div style="text-align: right;">Sub total</div>	93,958.62 \$93,958.62
Total Goods or services contributed in kind by Local Community	\$301,798.74



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Goods Or Services Contributed in kind by Local Community

Jul through September 2001

1. Training contributed by Red Crescent *

20 persons * 7 Days in 22 August 01

Total

Jul	August	September	Total
\$ -	\$ -	\$ -	\$ -
\$ 750.00	\$ -	\$ -	\$ 750.00
\$ -	\$ -	\$ -	\$ -
\$ 750.00	\$ -	\$ -	\$ 750.00

2. Health insurance Contributed by local Community :

190 laborers * INS 45 per Laborer /4.17

190 laborers * INS 45 per Laborer /4.22

190 laborers * INS 45 per Laborer /4.32

Total

\$ 2,050.36	\$ -	\$ -	\$ 2,050.36
\$ -	\$ 2,026.07	\$ -	\$ 2,026.07
\$ -	\$ -	\$ 1,979.17	\$ 1,979.17
\$ 2,050.36	\$ 2,026.07	\$ 1,979.17	\$ 6,055.59

3. Time donated by local community in cleaning :

Cleaness Campaign with Ministry of youth and sport 22jul

70 person * 1 working day * INS 40 /4.17

Total

\$ 671.46	\$ -	\$ -	\$ 671.46
\$ 671.46	\$ -	\$ -	\$ 671.46

4. Workman Compensation Contributed by laborers :

Total

\$ 383.03	\$ -	\$ -	\$ 383.03
\$ -	\$ 383.03	\$ -	\$ 383.03
\$ -	\$ -	\$ 383.03	\$ 383.03
\$ 383.03	\$ 383.03	\$ 383.03	\$ 1,149.09

5. Liability 3th Party Contributed by Laborers

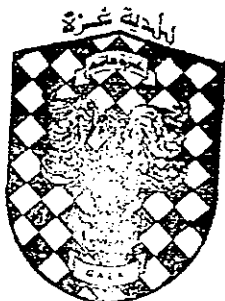
Total

\$ 62.82	\$ -	\$ -	\$ 62.82
\$ -	\$ 62.82	\$ -	\$ 62.82
\$ -	\$ -	\$ 62.82	\$ 62.82
\$ 62.82	\$ 62.82	\$ 62.82	\$ 188.46

6. Transportaions expenses for Prject , Contributed by laborers

Total

\$ 3,248.78	\$ -	\$ -	\$ 3,248.78
\$ -	\$ 3,248.78	\$ -	\$ 3,248.78
\$ -	\$ -	\$ 3,248.78	\$ 3,248.78
\$ 3,248.78	\$ 3,248.78	\$ 3,248.78	\$ 9,746.34



Nasir Khayel

L. Zonneveld
CHF International
L. Zonneveld

Goods Or Services Contributed in kind by Local Community

Jul through September 2001

7. Local Community Contribution in Public Awar. Campaign :

A: Home visits -

- 169 visit with 397 persons for 30 minutes
397 persons * .5hour * \$1.28 per hour
- 650 visit with 1316 persons for 30 minutes
1316 persons * .5hour * \$1.28 per hour
- 716 visit with 1321 persons for 30 minutes
1321 persons * .5hour * \$1.28 per hour

Subtotal

\$ 249.60	\$ -	\$ -	\$ 249.60
\$	\$ 861.44	\$ -	\$ 861.44
\$	\$ -	\$ 845.44	\$ 845.44
\$ 249.60	\$ 861.44	\$ 845.44	\$ 1,956.48

B: Local Committees Meetings

- 6 visit with 336 persons for 60 minutes
336 persons * 1hour * \$2.56 per hour
- 16 visit with 164 persons for 60 minutes
164 persons * 1hour * \$2.56 per hour

Subtotal

\$ -	\$ 348.16	\$ -	\$ 348.16
\$ -	\$ -	\$ 419.84	\$ 419.84
\$ -	\$ 348.16	\$ 419.84	\$ 768.00

C: Companies & Shops Owners Visits

- 260 visit with 260 persons for 60 minutes
260 persons * 1hour * \$2.88 per hour
- 260 visit with 260 persons for 60 minutes
260 persons * 1hour * \$2.88 per hour
- 260 visit with 260 persons for 60 minutes
260 persons * 1hour * \$2.88 per hour

Subtotal

\$ 748.80	\$ -	\$ -	\$ 748.80
\$ -	\$ 748.80	\$ -	\$ 748.80
\$	\$ -	\$ 748.80	\$ 748.80
\$ 748.80	\$ 748.80	\$ 748.80	\$ 2,246.40

Total

\$ 4,970.88

for CHF INTERNATIONAL

L. Zakaria

Manager

